National Restaurant Association ☐ Vol. 4 ☐ No. 4 April 1984

# NRA NEWS

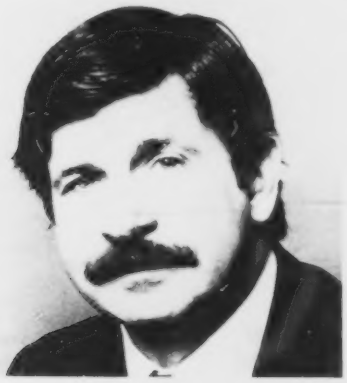
Special NRA Show Newsletter p. 17

## Summer of '84

## You can have the hottest spot in town

Vol. 4 No. 4 April 1984

NRA NEWS



# NRA presents the university of foodservice operations

There's no doubt that the 88 thousand foodservice people attending the NRA Show next month will have the time of their lives. Entertainment planned for those great days in Chicago include appearances by country and western singer John Conlee, lead singer of The Platters Tony William and first lady of the American theatre Helen Hayes, and events like The Main Course Race, the President's Banquet and the "Dinner of the Century."

But there's more to this great convention than just a good time. The NRA Show is the most important educational experience our industry has to offer. The list of guest speakers includes Alfred Kahn, former chairman of the Council on Wage and Price Control; Hugh Sidey, contributing editor to *Time* magazine; Wayne Dyer, author of *Your Erroneous Zones;* and Kenneth Blanchard, author of *The One Minute Manager.* The list of subjects to be covered in seminars and in the Management Clinic ranges from controlling food costs and motivating employees to gourmet burgers and pasta preparation.

The ultimate educational experience, however, is the 10 acre exhibit floor itself. Thirteen hundred exhibitors will display six thousand products and services. Just by walking the floor, looking around you and talking to the exhibitors, you will learn about the latest foods, preparations, techniques and equipment. Just by exchanging comments with the individual to your right or left, you will learn the opinions of the leaders in our industry.

To enroll in this university of foodservice operations, bring yourself to McCormick Place in Chicago, May 20-23, and register for the 65th Annual Restaurant, Hotel-Motel Show.

Mike O'Neal

Michael O'Neal
Chairman, Convention Committee

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James T. Rogers
**Editorial Typists**
Barbara Foley
Valerie Pines

**Editorial offices and NRA headquarters**
311 First Street, N.W.
Washington, DC 20001
(202) 638-6100

**Chicago offices**
One Park Place, Suite 2000
Chicago, IL 60601
(312) 853-2525

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This issue of the ***NRA NEWS*** zeroes in on the unique nature of summer and seasonal business. What most restaurants take all year to accomplish, seasonal restaurants must carry out in a few short months. From promotions to employee training, all parts of the operation must run smoothly. With such a focus on efficiency, there are plenty of solid pointers for year-round operators as well.


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# SHORT ORDER

## Restaurateurs support a happy graduation

Graduation is usually a happy time. There are proms, and all kinds of outings which bring the graduating class and their dates to your restaurant during May and June.

Those youngsters often travel by car. They may think it is smart to celebrate by drinking too much. The result could be disaster.

Each Spring MADD (Mothers Against Driving Drunk) sponsors *Project Graduation*—a program designed to remind people celebrating graduation day about the drinking age and the dangers of driving while intoxicated.

NRA and MADD disagree on some issues. But we do agree that incidents of drunk driving should be reduced. If you sell alcoholic beverages, NRA urges you to support *Project Graduation*.

Your involvement could be twofold—a program for your restaurant and a community campaign. Within your establishment gear the program toward reducing peer pressure. Feature exotic, non-alcoholic drinks. Also brief your staff on the potential problems. Ask the high school art department to create theme posters for your restaurant.

Create interest in a community campaign by working with the local high school, civic clubs and media.

## National Safety Council program

It is up to you and your employees to make sure your restaurant is run safely, efficiently and professionally; and the National Safety Council has some new materials that will help. It has produced a safety program starring two endearing characters—Dudley and Dooley. The program consists of four employee booklets in the areas of housekeeping, foodservice equipment, employee safety and fire prevention; four posters and four payroll stuffers. All promote safety practices.

For more information about this accident prevention program, contact: The National Safety Council, P.O. Box 11933, Chicago, IL 60611.

## Calendar of seasonal foods for 1985

If you want to know what foods are in season each month of the year in the United States and Canada, you can get some idea from "The 1985 Calendar of Seasonal Foods" to be published by Saltari Press in September.

This wall calendar, with original watercolor illustrations, lists more than 700 foods in such categories as fruits, vegetables, wild mushrooms, wild edible plants, fish, seafood and cheese.

It will be available through mail order catalogs as well as food, cookware, book, stationery and gift outlets. The suggested price is $8.95.

## National Conference for Food Protection

A National Conference for Food Protection will be held in Washington, DC, May 9 to 11, 1984. The conference is being designed to identify the needs, directions and opportunities of food protection, processing, handling and regulation through the year 1990.

Seven major areas have been selected for discussion at the conference. They are toxicology, microbiology, food processing, food preservation, regulation, education and training, and new foods.

Foodservice representation is necessary to assure proper presentation of the industry's efforts in food protection and its desire for responsible, practical and effective regulations.

For additional information on the conference, contact Andy Poledor, director of technical services in the Chicago office at 312/853-2525, Ext. 524 or 532. NRA's Chicago office is located at One Park Place, Suite 2000, Chicago, IL 60601.

## NRA in Action

### NRA Show agenda set

Plan to attend NRA's Restaurant, Hotel-Motel Show, May 19-23 at Chicago's McCormick Place. For a look at the exciting program planned for the Show this year, turn to the *Show Newsletter* in the center of this issue.

### NRA testifies on Capitol Hill

In recent testimony before a Senate finance panel, NRA supported a five-year extension to the targeted jobs tax credit (TJTC). For more information on the status of TJTC, see *Washington Report* this month.

### *NRA NEWS* plans new column

Beginning with the May issue, *NRA NEWS* will intitiate a new column, "How's Business." Each month *NRA NEWS* will conduct brief, informal interviews with members nationwide. "How's Business" will report on those interviews to give NRA members an idea of how business is faring for their counterparts across the country.

### NRA Conference Series scheduled

NRA's 1984-85 Conference Series will include the National Conference on Marketing, Advertising and Promotions; the annual California Wine Workshop; the National Conference on Catering; a national management conference for independent operators and the National Conference on Computers in Foodservice. For more information on the National Conferences, contact NRA's education programs department.

# WASHINGTON REPORT

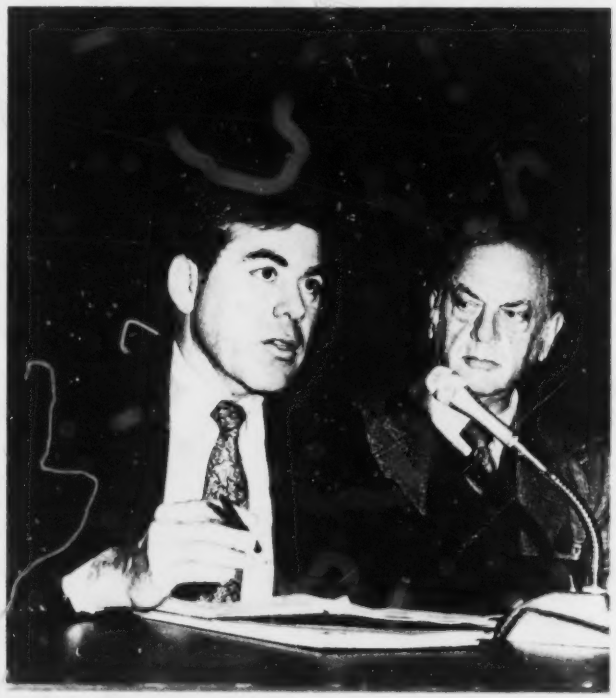
## TJTC: Senate Finance Committee approves 3-year extension

An intensive campaign launched by NRA and other business groups to extend the Targeted Jobs Tax Credit (TJTC) met with success on March 15, when the Senate Finance Committee approved a $48 billion deficit-reduction package containing a three-year reauthorization of the credit.

Unless Congress acts to extend it, the credit will expire at the end of this year. The credit offers employers an economic incentive for hiring individuals from nine targeted groups, including the handicapped and economically disadvantaged youth. NRA estimates that the foodservice industry employs nearly a third of those individuals certified for the TJTC program.

The finance committee originally approved a two-year extension of the credit on March 14, but then in a late-night session the next day it opted for a three-year extension. The committee package must now be approved by the Senate and then would go to a House-Senate conference committee if the House adopts a similar tax package approved by the Ways and Means Committee on March 1. However, the Ways and Means package does not contain a TJTC extension provision, which means that a final tax bill might not include a full three-year extension.

Although the House panel did not include extension of TJTC in its tax package, Ways and Means member Charles B. Rangel (D-NY) has offered a bill (H.R. 5094) that would extend the credit for five years.



**Hardee's Group Executive Vice President Richard Sherman, left, gives NRA testimony on TJTC before a Senate subcommittee as another NRA member, Merrill Cohen, right, awaits his turn to speak.**

Rangel's bill would also make two major changes to the credit: It would raise the ceiling on eligible wages from $6,000 per year to $10,000 per year, and it would raise the income level for determining whether an individual is economically disadvantaged from 70 to 80 percent of the Bureau of Labor Statistics' lower living standard. The two changes, Rangel said, would encourage the credit's use among higher paying industries and make the income eligibility standard more realistic.

The administration has proposed a one-year extension in its fiscal 1985 budget, but Rangel has said that "without a long-term extension, this credit cannot and will not reach maximum efficiency and will eventually die."

### *NRA testifies in favor of TJTC . . .*

NRA went on record in support of extending TJTC on March 2 when it testified before a finance committee panel chaired by Sen. John Heinz (R-PA). Heinz is the sponsor of a bill (S. 2185) to extend the credit for five years. NRA's testimony was presented by Richard Sherman, group executive vice president for Hardee's Food Systems, Inc.

NRA and other business groups testified that the credit has been an effective incentive for employers to hire individuals that generally have a difficult time finding employment. Targeted individuals include the handicapped, welfare and Social Security recipients, economically disadvantaged Vietnam veterans, economically disadvantaged ex-convicts and economically disadvantaged youth.

NRA noted that foodservice jobs are particularly well suited to members of these targeted groups, many of whom have little or no job experience. "Foodservice jobs provide valuable experience and training and add to an individual's ability to advance or pursue other career goals. For many who have been dependent on government subsidies, a job in foodservice means a chance to establish self-sufficiency and self-esteem—a chance to become a productive, taxpaying member of society," NRA said.

NRA also argued that TJTC has helped operators preserve jobs that otherwise would have been eliminated as a result of increases in the minimum wage.

One of the major arguments against extending the life of TJTC has been that it is a drain on the Treasury. Senate Finance Committee Chairman Robert Dole (R-KS) stated during the March 2 hearing that a five-year extension would cost $1.5 billion.

But NRA and other TJTC proponents have noted that the cost of the credit is offset by government savings that occur when a worker is taken off government subsidies and placed in a job. Employment also means additional revenue in federal income and FICA taxes.

# Tax bill may mean higher costs for restaurateurs

The House Ways and Means Committee, working towards a goal of raising $50 billion in new revenue over a four-year period, has approved a 36 percent increase in the federal excise tax (FET) on distilled spirits. It also adopted a provision that would count all tip income reported by an employee as taxable wages for federal unemployment tax (FUTA) purposes.

NRA opposes both of these proposals and is working to strike them from any House-Senate compromise that might emerge later this spring.

The Senate Finance Committee also has adopted a tax bill that includes an increase in the tax on liquor, although the increase would not be nearly as much as what the Ways and Means package calls for. The Senate panel has not acted on any changes to the FUTA tax.

These tax increases are part of a plan to make a "down payment" on huge federal deficits that threaten to choke off future economic growth and investment. With equal parts of tax increases, domestic program cuts and defense spending reductions, the total savings over a four-year period could reach $150 billion.

Under the House Ways and Means Committee proposal, the excise tax on distilled spirits would be raised from $10.50 a gallon to $14.25 a gallon—an increase of $3.75. The increase was engineered by U.S. Rep. James G. Martin (R-NC) as a trade-off for a four-cent per package reduction in the federal tax on cigarettes.

The Distilled Spirits Council of the United States (DISCUS) estimates that a 36 percent FET increase will result in the loss of some 18,000 jobs. DISCUS says thousands of small businesses would face economic difficulty and even bankruptcy—many of them small taverns.

NRA agrees that it is important to reduce the deficits but believes taxes on distilled spirits are already too high. Forty-three percent of the average retail price of alcohol is accounted for solely by tax—the federal share is 24 percent, the highest for any major excise-taxed product. A 36 percent FET increase will result in a federal tax payment that is *greater* than the total supplier cost (including profits) for a typical bottle of spirits.

The provision to count tips as taxable wages for FUTA was introduced by Rep. Marty A. Russo (D-IL), apparently to encourage states to provide unemployment benefits to tipped employees on both cash wages and reported tips.

Under current law, an employer must pay FUTA taxes only on tip income that is used to satisfy a tip credit against the minimum wage. Under the Russo provision, FUTA taxes would be paid on cash wages reported tips.

Although the maximum annual wage base for FUTA is just $7,000, the Russo amendment would mean higher FUTA payments for many foodservice employers. Because of high turnover in the industry and the large number of part-timers, many employees do not reach the $7,000 threshold under current law. Under the Russo proposal they could.

NRA believes this change unfairly singles out the restaurant employer, who would be forced to pay taxes on income he or she does not provide.

# Finance Committee approves correction to tip reporting law

On March 8, amid work on a $48 billlon deficit-reduction package, the Senate Finance Committee approved three technical corrections to the 1982 tip reporting law.

The changes in the tip reporting law are one of 33 "technical corrections" approved by the committee during markup of its $48 billion tax bill. Senate floor consideration of the bill was expected in early April.

The corrections were proposed by finance chairman Robert Dole (R-KS) and had been discussed during a meeting with NRA last December. The corrections would

- allow a restaurant to "prove down" the eight percent allocation threshold to as low as two percent (under the current law, the allocation threshold can be reduced to no lower than five percent)
- permit a majority of the tipped employees in a restaurant to petition for an allocation reduction (under the law, only an employer may apply for a reduction) and
- require the Internal Revenue Service (IRS) to identify more precisely the applicable recordkeeping requirements for tipped employees.

In a message delivered to the Senate Finance Committee on March 2, NRA reaffirmed its commitment to the three changes, although it noted that employees should not be allowed access to confidential employer records when petitioning for an allocation reduction.

NRA also asked the committee to consider instructing IRS to change its regulations to reflect the exact language of the law with regard to employer reporting of total charged receipts.

The law states that an employer must make an annual report of total charged receipts. However, the IRS regulations require that an employer report total charged receipts *on which there are charged tips*. In making this new requirement, IRS goes beyond the intent of Congress, NRA said.

Accounting for charged receipts with tips on them places an unreasonable burden on restaurateurs, who must painstakingly separate out each charge slip on which there is a tip from all other charge slips, NRA said. NRA argued that the IRS requirement will give the IRS an inflated average of the actual tipping practices in the establishment, since such information will not take into account those cases where a customer leaves no tip or leaves his tip in cash. "This figure will be of little value to the IRS in obtaining real charged sales averages, and it will be of little help in the future IRS studies mandated by the law. We believe IRS should be instructed to change its regulations to reflect the actual language in the statute."

However, Sen. Dole did not include this NRA recommendation in his amendment.

*—Jay Morris*

# THE LAW

## Liquor liability—a growing problem

The public is taking drunk driving seriously.

Social action groups, such as Mothers Against Drunk Drivers, Remove Intoxicated Drivers and Students Against Driving Drunk, are enjoying greater influence. State legislators are responding by stiffening penalties and increasing enforcement. And new attention is being paid to the legal responsibility of the restaurateur or tavernkeeper in curbing drunk driving.

State statutes everywhere make it illegal for a liquor licensee to serve alcohol to an already intoxicated individual. Infractions of these laws are punishable by fines or revocation of the liquor license. State laws vary, however, as to the licensee's responsibility to persons injured when the intoxicated patron leaves the establishment and enters the road.

In the 19th century, the intoxicated person bore sole responsibility for his or her actions. High-speed automobiles were not a problem, but difficulties of a more domestic sort started the erosion of this old rule. The first so-called "dram shop" laws were created to protect the families of "habitual drunkards," and provided that tavernkeepers were financially liable to the family if they continued to serve a patron after being notified of his intemperance by his spouse or children (or even by his employer). Several states still have such laws on the books, but later dram shop laws—products of the automobile era—were concerned primarily with injuries to strangers. These dram shop laws (now in effect in 23 states) make a liquor licensee liable for injuries caused by intoxicated patrons to third parties; they make the commercial alcohol server partly responsible for the actions of the individual.

While these legislatures were modifying the old rule by statute, courts in other states were changing it on their own. Citing public policy considerations, courts in 18 states have chosen to recognize a third-party cause of action against a liquor licensee even in the absence of a specific dram shop law. This so-called "common law liability" is rooted in negligence; liquor licensees have a duty to the public to prevent overservice and may be sued if they carelessly breach that duty. Over the years, courts have expanded third-party liability for injuries involving industrial equipment, hazardous substances and consumer products. The expansion of liquor liability is part of this trend.

Proponents of dram shop or common law liability argue that alcohol servers should be subjected to the threat of suits because businesses that profit from the sale of liquor should be partly accountable for the social cost of liquor sales and because, without such a threat, alcohol servers would be less willing to educate their employees or to establish service standards to prevent intoxication.

Opponents of liability note that financial incentives other than lawsuits already exist. Alcohol servers may suffer fines or loss of their licenses for violations of laws prohibiting overservice. Large jury verdicts also drive up the cost of liquor liability insurance, forcing some operators to drop such coverage and possibly even lose their businesses if faced with a sizable judgment in favor of an injured plaintiff.

***"In the near future, operators should expect continuing expansion of dram shop and common law liability."***

Dram shop laws also vary substantially from state to state, making the potential exposure of multistate operators highly unpredictable. Some of these laws preempt common law liability or set maximum limits on liability, two features that have caused restaurateurs to *favor* dram shop proposals in some limited circumstances. Not all dram shop laws have these elements, however, and some operators have found themselves subject to both dram shop and common law causes of action, giving a plaintiff two chances to recover. A few dram shop laws include social hosts. Some cover sales to minors but not to adults. Others even provide recovery for injuries sustained by the intoxicated person. Standards in these laws are inconsistent, with servers liable for selling to "intoxicated," "visibly intoxicated," or "apparently intoxicated" patrons, depending on the wording of the state law.

Probably the biggest complaint against dram shop or other forms of server liability is that these laws do not strike at the root of the problem. They randomly punish overservice, but do not address the larger issues of individual responsibility and the prevention of alcohol abuse.

In the near future, operators should expect continuing expansion of dram shop and common law liability. Courts in the states that have neither will be increasingly receptive to public pressure, and decisions from several of these states indicate that, if presented with the right case, the courts would have no difficulty overturning existing precedent and finding liability. State legislators, fresh from raising drinking ages and drunk driving penalties, may be ready to tackle dram shop proposals as well.

Retail servers of alcohol recognize that they have some responsibility to curb drunken driving and that the industry must regulate itself or face greater legislative and judicial intervention. NRA is taking the lead in this effort and foodservice operators are joining the movement to educate servers and patrons about the effects of alcohol and its responsible service and consumption.

*—Robert Palmer*

# NRA takes action on Drunk Driving

Restaurants and taverns dispense one quarter of the alcoholic beverages consumed in this country. That's a smaller percentage than most people imagine.

In fact, many people automatically connect drinking with the bar in a restaurant or tavern. That may be why the growing number of Americans concerned about drunk driving are looking askance at our industry.

Currently there are more than 300 bills in local, state and federal legislatures dealing with the sale of alcoholic beverages. These bills would raise the drinking age, reduce the hours of sales or increase excise taxes. They would penalize the industry, but unfortunately, there is no reason to believe they would affect incidents of drunk driving.

What can the foodservice industry do to

1) help in the national effort to reduce drunk driving and

2) defend itself against unwarranted legislation and litigation?

That was the problem NRA's Task Force on Alcohol Awareness addressed last month when it met in Washington, DC. Its response—now endorsed by NRA's governing body—was threefold:

- the careful assessment of alcohol service practices
- the development of a server education program in regard to alcoholic beverages and
- the involvement of NRA in ongoing consumer awareness campaigns concerning use of alcoholic beverages.

In announcing NRA's response to the drunk driving problem, association President Joe R. Lee said, "We believe in the moderate and prudent dispensing of wine, beer and spirits. NRA will actively encourage programs and practices in restaurants and taverns that reduce the likelihood of overconsumption and drunk driving."

The association is calling on those members who sell alcoholic beverages to establish "designated driver" and alternative transportation programs, to serve snack food at the bar and to check guest identification regularly.

NRA will discourage "all you can drink" offers, multiple drink offers, multiple drinks at cut-off time and unlimited free drinks—practices that are perceived to foster overconsumption. The association will distribute materials that will help members create programs and bar promotions in keeping with the national goal of eliminating drunk driving.

NRA will also conduct a workshop designed to teach foodservice operators how to deal with situations that could lead to drunk driving. The program will train managers to teach staff about state laws as well as the physical effects of alcohol, the visible signs of overconsumption and methods of preventing intoxication.

NRA and state restaurant associations will offer this workshop in every state that does not already have a server awareness program in place. "Our object," said Lee, "is to make training for servers available in every region of the country.

"Prudent alcoholic beverage service alone, however, will not solve the problem. The solution lies in convincing the individual consumer that driving while intoxicated is anti-social behavior," Lee added.

"Therefore NRA is committed to working with national organizations already involved in alcohol awareness programs."

Lee announced that NRA will participate and coordinate with the Licensed Beverage Information Council (LBIC), a coalition of associations connected with the production and dispensing of wine, beer and spirits and dedicated to public education on alcohol issues. LBIC is sponsoring the successful "Friends don't let friends drive drunk" campaign.

NRA will also lend its support to Students Against Driving Drunk (SADD), a national organization with 7,000 chapters dedicated to teaching students about the prudent use of alcohol.

Lee said that NRA will jointly sponsor projects with Mothers Against Drunk Drivers (MADD). Planned projects include the production and distribution of a public service announcement advising consumers to arrange safe transportation before ordering drinks away from home.

"DWI is a broad social problem that goes far beyond the foodservice industry," Lee said. "But NRA is prepared to join in the effort to change our society's attitude toward drunk driving." ❑

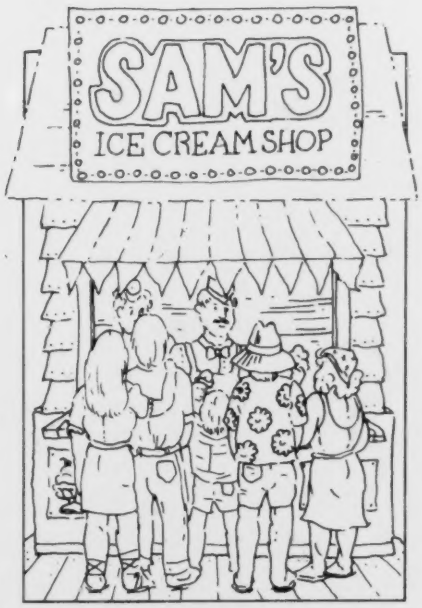
# You can have the *hottest* spot in town

by Kathy Boyle

It's almost summer. There's no time to lose getting ready for the summertime crowds, especially if the whole year's revenues are made in these few short, fast-paced weeks. With short seasons and many fixed costs, seasonal restaurants are faced with a great many challenges in order to survive. Heading the list, of course, are sales—how diners will learn about the restaurant.

"We used to be the only show on the beach. That just isn't true anymore. We're very competitive and advertise heavily on the radio, probably more than most people realize, and in all the featured flyers," says Lloyd Byrd, general manager of Phillips Crab House in Ocean City, MD. Phillips is a rambling restaurant that has grown with the business' popularity.

Keeping pace with changing tastes and ever mindful of its image as a family seafood house, Phillips pays close attention to its menu. As the Ocean City resort has grown, Phillips has seen stiff competition move in in the form of fast food operations whose low price image, Phillips maintains, has drained off some of its traditional family business. To counter this trend, this year Phillips has added several new and cheaper entrees especially for children. "We have a whole meal from hot dog to ice cream, all inclusive on a captain's hat," says Byrd.

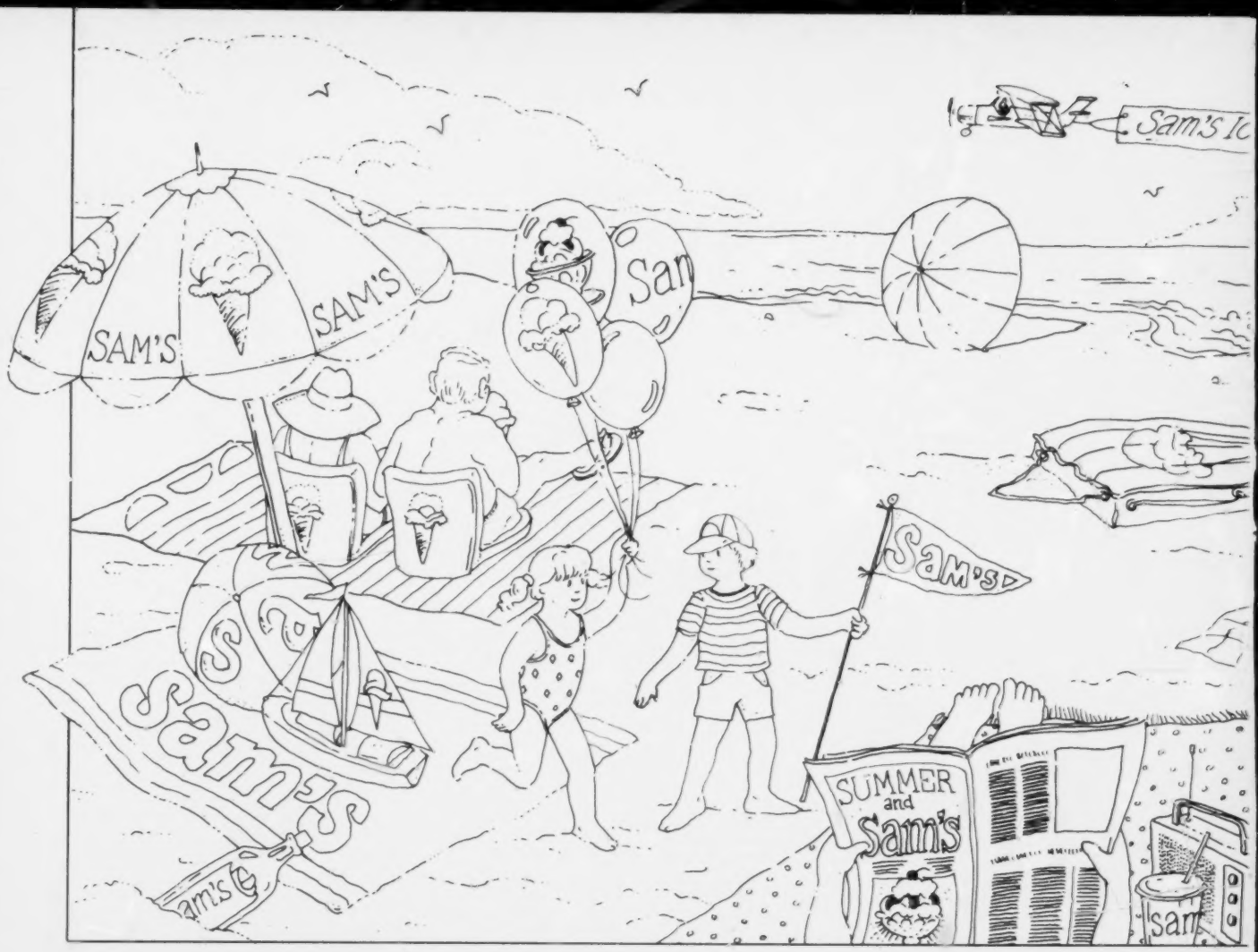



Another idea Phillips uses to catch the public's attention for that short period they are vacationing at the beach is its new costumed character "Phil the Crab," who marches in all the local parades and is on hand at the Crab House to greet children and give out balloons.

### *Ads, brochures and word-of-mouth recommendations . . .*

"We use the Maine kiosk system on Route 95 to advertise our inn to tourists unfamiliar with the area," says Ben Lawlor, owner of the Old Village Inn in the seacoast town of Ogunquit, ME. "Also, we publish our own brochure to hand out to tourists." The inn, built in 1833 as a private home, has five dining rooms, two sitting rooms and a glass greenhouse in the back, facing onto the river and ocean. Antiques, fireplaces, original Audoubon and Selby bird prints and even the inn's own picture on the front of *The Saturday Evening Post* project a cozy warmth. To quickly seize the public's attention as they drive or walk by, an updated, glassed-in front porch wraps around the front and side of the building. "Our advertising is virtually non-existent in the winter," says Lawlor, "but in the summer we spend a good 10 percent of sales on advertising. Also, our Chamber of Commerce publishes a guide to local activities, which really helps," says Lawlor. "In addition, to get the public's attention before they get to Maine, we always advertise in the Boston *Globe's* special edition on resorts published each May. But, our biggest success is with repeat tourists and their word of mouth recommendations."

Frank Hannah, owner of Hannah Systems, which operates two restaurants on the Eastern shore—Harpoon Hannah's, (Fenwick Island, DE) which stays open year-round, and the




## Summer travel should be up in 1984

**The summer traveler can provide a good source of business for restaurateurs. And this may be just the year to develop that business.**

**Several factors are expected to help boost domestic travel**

- **increased consumer confidence**
- **a strengthened economy**
- **interest generated by both the New Orleans World's Fair (May 12-Nov. 11) and the Los Angeles Olympics (July 28-Aug. 12) and**
- **an aging population with more free time to travel.**

**The Conference Board, an organization that tracks consumer confidence, reports that, of respondents recently surveyed, close to half intended to take a domestic vacation in 1984.**

Marina Deck (Ocean City, MD)—which is closed in the winter, agrees. "Word of mouth advertising is the beach restaurateur's greatest asset," says Hannah. "The biggest single attention grabber is word of mouth recommendations of locals and hotel clerks. Each year, when we are ready to open the Marina Deck, usually the Wednesday before Easter, we hold an opening night cocktail party. We invite our good customers and anyone else who is in a position to recommend the restaurant. Primarily, this means hotel clerks. We make up invitations for the event, and then I personally go around and meet the people who work at the hotels. And, of course, I invite the owners of the hotels, too."

Certainly a novel idea for getting sunbathers' attention, one used for many years on the Maryland and Delaware shore, is advertising on a banner flown behind an airplane up and down the beachfront. Frank Hannah uses this technique regularly to tell tourists, "the name, location and special products my restaurants offer."

***Convention bureaus and Chambers of Commerce . . .***

Coping with the off-season is a major dilemma for the resort restaurateur. Not everyone is as fortunate as the Old Village Inn to be listed in *The Country Guide to New England*, which really bolsters off-season sales. Often the local Chamber of Commerce or the convention bureau can be a big help in lining up off-season business. "In Ocean City, the convention bureau is a major factor in developing off-season business," maintains Frank Hannah. "They not only help book conventions, but they also put together a thorough directory of convention dates and groups coming into town, including the names and phone numbers of group contacts."

According to Bruce Burkland, spokesperson for Marriott Hotels, convention business can keep sales up year-round. "We don't really operate any seasonal restaurants," says Burkland, "but, of course, we have

## 10 tips for targeting the summer traveler

To increase your share of summer travel business

1. Reach travelers before they leave home by advertising in lifestyle magazines like *Travel & Leisure, Travel/Holiday, Cuisine* and *Food & Wine* or city publications like *New York, Los Angeles* and *The Washingtonian.*
2. Find out which states provide the most travelers to your particular area. Your local visitors and convention bureau or Chamber of Commerce can often provide this information. Then, consider advertising in the major newspapers in those areas.
3. Locally, advertise in visitor publications that are distributed in major hotels and make certain you're listed in restaurant guides produced by your local Chamber of Commerce or visitors and convention bureau
4. Work with local tour operators to include your establishment as part of their incoming group tour; package tours are up 20 percent this year, and most include meals at restaurants.
5. If you're after a family market—a prime prospect for summer travel—consider offering a special children's menu.
6. Adopt a European tradition by establishing a special summer travel fixed price menu.
7. Keep a guest register for out-of-town diners and encourage their repeat business with a follow-up mailing; your mailing might thank them for their patronage and request that they drop by on their next trip.
8. If your area attracts a sizable number of foreign travelers, develop a bilingual menu or translations for key menu items.
9. Give your traveler/customers something to remember you by; it can be something as inexpensive as a postcard to mail home to a friend.
10. Consider accepting non-cash modes of payment. Given our highly mobile society, travelers have become increasingly aware of the security offered by travelers cheques and charge cards.

*—Betsy White Ludlow*
*Director of Restaurant Industry Marketing, American Express*

restaurants in hotels that have peak and off seasons. We use many marketing and promotional tools throughout the year to keep business up, and we rely on our convention business. We offer special drinks in our cocktail lounges, like hot drinks in winter or coolers in summer. We use special family rates for children or offer children under 12 a free breakfast. We encourage local business by catering weddings and parties. And, as part of our sales and marketing program, the staff at each hotel works to sell the geographic area through the local convention bureau."

Working with competing restaurants to sell the area as a vacation site can really bring financial rewards. Promoting a location, as well as a restaurant, is part of running the business for the isolated Salishan Lodge in the Gleneden Beach area of Oregon. The Salishan Lodge, situated in a 700-acre forest preserve on the Oregon Coast, is a 150-room resort designed to blend and complement the environment. The lodge's architecture is planned to make the building look as if it "sprung from earth," according to Sarah Agre, advertising manager. Even the landscaping is natural foliage, and the lodge boasts art and sculpture by Northwest artists. But, the naturalism stops here. The three restaurants and extensive wine cellar are definitely gourmet, winning the only Mobil five-star resort award in the Northwest—an award the lodge has maintained for 17 years. It also recently won the Holiday dining award for one of the 12 finest wine lists in the U.S.

### *Culinary distinctions and direct mail . . .*

The lodge uses culinary distinctions to draw customers in the off season. The Salishan sponsors and advertises a midwinter escape with golf and tennis and includes a dining discount as part of the package. "It does help," reports Bill Sink, manager of the gourmet dining room. The lodge also promotes tours of the wine cellar and wine tastings. "We have more than 33,000 bottles and run tours of the cellar continuously," says Sink, who often arranges tours of the wine cellar on request. It's that type of personal touch that wins repeat business, he argues.

Direct mail pieces to former customers is a popular practice with resort hotel owners, and one that can be easily adopted by other restaurateurs as well. Many convention bureaus routinely give local businesses the names and addresses of tourists who have contacted them for information. Another successful way to develop a mailing list is to sponsor a contest that requires customers to fill out their names and addresses. During the slow times summer employees can enter these names and addresses on a computer or on mailing labels for a winter followup to announce the winner and remind customers of the restaurant. ❑

*Editor's note:* For insights into summer eating patterns, turn to "Foodservice Trends" in this issue.

# Seasonal Menus

## *Taking your cue from Mother Nature*

*by Toni Lydecker*

There's nothing quite like tasting the first peas of spring or sitting down to a hearty venison stew on the coldest day of the year. Restaurants that bring the best of the season's bounty to their tables are rewarded by customers who savor the experience, remember and return.

Thanks to sophisticated agricultural methods and distribution networks, many foods that used to be strictly seasonal now arrive on our doorsteps year around. It is pleasant to think we can eat whatever we want, without heed of the season, but the reality may be a letdown. Despite the marvels of hybrids and hydroponic growing, no one would argue that a hothouse tomato consumed in December is comparable to a thin-skinned, local beauty that ripens to perfection in August. Nor can modern storage technology produce a May apple that tastes as good as one eaten within a few weeks after picking.

The fact is that Mother Nature cannot be vanquished entirely. Many foods—fruits, vegetables and seafood, in particular—reach their peak in production and quality only at certain times of the year. Happily, this is also when prices normally dip lower. From the standpoints of quality, availability and economy, then, it makes good sense to rely heavily on foods naturally on hand at each season.

### *Tapping into traditions . . .*

There is a second category of seasonal food: things we eat at certain times of the year for reasons of preference or tradition rather than conformance to a natural cycle. People eat more beef and pork during the cold months, turning instead to poultry and fish as the weather warms. Summer brings a craving for salads, cooling drinks and ice cream.

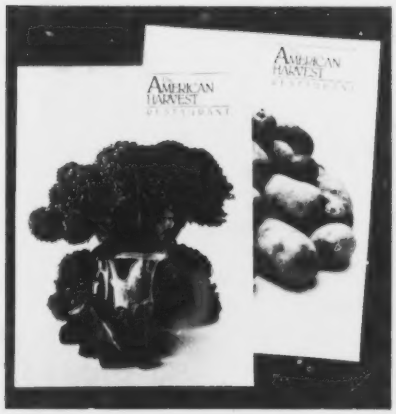
Traditional holidays also play a major part in seasonal tastes. Consumption of turkey shoots up predictably at Thanksgiving and Christmas, although that meat is available year round. Similarly, attempts to convince consumers that spring lamb can be had any time of the year fall largely on deaf ears; the public continues to associate lamb strongly with the spring holidays of Easter and Passover.

To the delight of their customers, many restaurants are beginning to serve the foods that are best suited to each season of the year. Increasingly, they are presenting these items, not as a little extra, but as a significant portion of menu offerings. Often all that is required is a willingness to take advantage of abundant supplies of foods during the appropriate seasons. But that initial venture may develop into a passion for finding suppliers who can deliver the best and freshest seasonal goods.

Promoting seasonal foods through menus is a natural next step. After all, if fresh soft-shell crabs and cobbler made from local peaches are a restaurant's choicest mid-summer offerings, why leave the task of communication to a busy waitress who could easily forget to mention them or a scribbled flyer clipped to the menu? By incorporating the items into the regular menu or developing a special menu, a restaurant can create a flurry of excitement about its food during each season of the year.

***Changing menus to reflect the seasons . . .***

Including seasonal specialties in the regular menu works well when those kinds of foods represent a major and continuing emphasis of the restaurant. That is definitely the case with the Vista International Hotels' American Harvest Restaurants, which take care in choosing seasonal ingredients and want customers to appreciate them.




Going one step beyond seasonal, the restaurant changes their menu entirely each month. The simple but beautifully photographed cover may feature a blue-green, glistening bouquet of broccoli in December—followed by a colorful mound of citrus fruits in January. Inside, the menu items consist exclusively of American dishes made with seasonal ingredients, and they range from the traditional to the innovative. For a Thanksgiving feast, guests could precede a serving of chestnut-stuffed turkey with a more adventuresome choice of appetizer, perhaps acorn squash fritter with a tarragon tomato sauce or game mousse with cranberries. Fall vegetables, such as glazed yam slices with bourbon and braised leeks, disappear in the spring, to be replaced by choices of new potatoes with dill, baby carrots or stir-fried asparagus.

A short, chatty essay in a corner of the menu reinforces its seasonal thrust by offering information about the featured food. On the subject of potatoes, for example, the menu describes several basic varieties and methods of preparation appropriate to each. In addition, guests learn historical tidbits, such as how potatoes were stored in root cellars in times past.

Although the menu must be altered and reprinted each month, the management believes the benefits outweigh the expense and trouble. "Our guests like it—they come back each month to see what's new," says Frederick Rufe, director of food and beverage planning and development. Featuring a different food each month helps give continuity to the menu design, even as it changes. Moreover, the covers are so attractive that many customers take them home to use as kitchen posters, according to Rufe.

***Adapting the menu . . .***

The American Harvest Restaurants' approach to creating a seasonal menu is not for every operation. The design and printing costs for an elaborate menu that changes so frequently could mount up quickly, perhaps too quickly to make it profitable for many restaurants. The two examples that follow show how to keep costs within an acceptable range through changing the menu less frequently or choosing a format that can be altered with ease and minimal expense.

Given its name, it is not surprising that the Seasons Restaurant in the Bostonian Hotel planned from the beginning to make lavish use of seasonal foods. Here one can begin a winter meal with a terrine of game with fennel, while in summer a bowl of lobster chowder, made with fresh corn scraped off the cob, may prove to be irresistible.

At the outset, the hotel commissioned an artist to do four sketches inspired by the seasons. These are used as covers on the menu holders, and they are hung as prints in hotel rooms. Colored tassels attached to each cover tell the wait staff whether the menu inside is for breakfast, brunch, lunch or dinner. Although the initial investment was sizeable, the restaurant now possesses handsome, four-color menu holders it can reuse year after year; the menus themselves, which are printed in only one color, are relatively inexpensive to produce.

The restaurant keeps its wine list in loose-leaf form, so that it can be updated readily to reflect the seasons. "We add more crisp whites during warm weather and full-bodied reds for the cold months," says Food and Beverage Director Patty Webster.

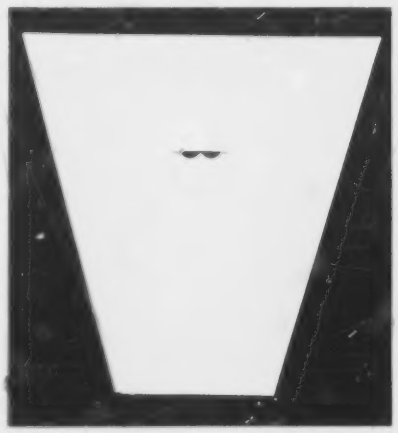
A hazard of featuring only a small number of seasonal foods in the regular menu is that they may become lost among the other offerings. Restaurant Margaux in Manchester, NH, solves this problem by segregating its handful of seasonal dishes in a prix fixe section that appears alongside a la carte items in a single, all-purpose menu. Manager Robert Le Jacq reports that the prix fixe menu has proven to be a "great marketing tool" and, because of the menu's no-nonsense format, the cost of providing it is not exorbitant: Only the prix fixe section (about half of a page) is printed each month, and it is then attached by means of small white clips to a space on the menu deliberately left blank.

***Adding a second menu . . .***

One problem with incorporating seasonal items into the regular menu is the difficulty of assuring a steady supply of the food. All of a sudden fresh figs or gooseberries may be unavailable and yet the menu says in black and white that you have them.

To get around this dilemma, some operations have developed a separate seasonal menu. Then, if the foods are unexpectedly in short supply, it is a simple matter to give customers only the regular menu. A separate menu may seem like an extravagance, but often it can be reused for several years running. Under these circumstances, even an expensive full-color, die-cut menu will pay for itself in time.

In addition to preferring the greater flexibility allowed by a second menu, restaurants may choose this route when the seasonal foods they want to promote are tangential to their total concept. A restaurant with a Western



theme that wants to hold a seafood festival in June should not have to live with fish on its menu cover the remaining months of the year.

A separate menu can be a charming way to create a mood or theme slightly at odds with the restaurant's overall theme. A case in point is the Pam Pam West Restaurant, located in the Alameda Plaza Hotel in Kansas City, MO. In its three seasonal menus (spring, summer and fall/winter), the restaurant has a chance to be more flamboyant and informal than usual. Small and whimsically shaped, the menus slip easily into the regular menu, with its standard, rectangular format. The "slice of summer" menu, shaped like a watermelon hunk, gets customers in the mood for hot-weather food, such as a taco salad or pasta salad with river shrimp. The winter version, in the form of a leaf outlined in ice blue against a white background, primes them for beef short ribs or another meal guaranteed to ward off the chill.

Although the menus create a mood appropriate to the season, only about 30 percent of the items change each time and many are not, strictly speaking, seasonal. Some seem to be there more in the spirit of fun than anything else. The regular menu is too formal to permit a staff member's name to be linked with a dish, but on the seasonal menu, a place is found for "Chris's carrot cake." And during Girl Scout cookie selling time, customers can reminisce about their own scouting days while chomping on those gooey concoctions called s'mores—melted marshmallows and chocolate, sandwiched between graham crackers.

Manager John Lombardo acknowledges that more staff experimentation is allowed with items on the seasonal menus. "We have found it to be a good testing ground for the regular menu," he says. The foot-long, all-beef hot dog has been such a big seller, for example, that it will soon move from the summer menu to the all-purpose menu.

A separate menu can also be ideal for promoting the house drink specialties. A bartender's ingenuity could produce a collection of drinks based on ice cream and fresh fruit during the summer and one of coffee variations during the winter.

The two seasonal versions of a bar guide created by Jesse's Restaurant in Hanover, NH, have put that establishment on the map. Chock–full of jokes, sketches and unusual drinks, the guide has won prizes two years running in the National Restaurant Association's Great Menu Award contest. "It has promoted sales and made it possible to pick us out of the crowd. Regulars like to bring in friends and show them the guide, even if everyone ends up ordering a gin and tonic instead of a more exotic drink," comments Owner/Manager Mark Milowsky. The restaurant gives away about 7,000 of the booklets each year and considers its printing costs of 21 cents per copy to be money well spent.

## Help for menu ideas

For every seasonal food you can think of, there is likely to be a trade association or corporation willing to help restaurants find creative ways to serve it. Often the promotional materials or recipes are available free or at minimal cost. Check the index of a trade association directory, such as Gale's *Encyclopedia of Associations*, in your library to get the names of additional groups appropriate to the seasonal foods you are emphasizing. For example, there are the

*International Apple Institute*, P.O. Box 1137, McLean, VA 22101; (703) 442-8850. Free: (1) foodservice operator kit with buying, serving and promotional advice for apples and apple products (2) recipe card packet with seven foodservice-portioned recipes.

*Lamb Education Center*, American Sheep Producers Council, 200 Clayton St., Denver, CO 80206; (303) 399-8130. Free: numerous informational brochures and recipes for lamb.

*Michigan Blueberry Growers Association*, P.O. Drawer B., Grand Junction, MI 49056; (616) 434-6791. Free: (1) blueberry recipe cards (2) flyers with menu ideas and blueberry handling tips.

*National Turkey Federation*, 11319 Sunset Hills Rd., Reston, VA 22090; (703) 435-7206. Free: (1) chef's handbook on turkey preparation (2) brochure of recipes developed by chefs of white-tablecloth restaurants (3) recipes in quantities suitable for institutions.

*New Jersey Asparagus Council*, New Jersey Department of Agriculture, CN330, John Fitch Plaza, Trenton, NJ 08625; (609) 292-8853. Free (but limited supply): two booklets with asparagus recipes.

*Rhode Island Seafood Council*, 3 Robinson St., Wakefield, RI 02879; (800) EAT-FISH (toll-free number). For Sale: (1) three cookbooks on seafood cookery (2) 80 seafood recipes on cards (3) a monthly newsletter.

*United Fresh Fruit and Vegetable Association*, 727 N. Washington St., Alexandria, VA 22314; (703) 836-3410. For Sale: (1) brochures, a quarterly newsletter and training seminars on buying, handling and using fresh produce (2) large-quantity recipes for fresh fruit and vegetable dishes (for details, write for a copy of the publications list; orders must be prepaid).

***Menu for a single-theme celebration . . .***

A second menu has still another use which is perhaps its most important—it can be invaluable in promoting a specific seasonal food or occasion.

When a popular seasonal food is at its most plentiful, it may be time to plan a special celebration. Some restaurants plan strawberry festivals in the summer. Others feature apples in the fall. Still others devote a month or two in the spring to asparagus when that vegetable is at its peak. A restaurant could, for example, plan a special dessert menu, a specialty drink menu or special appetizers and entrees. Customers could make their selections from a menu shaped like the featured item. It could even be offered as a souvenir, with a recipe or two to try at home.

Any festival worthy of the name will probably require the restaurant to pull every promotional technique out of its hat. Here is how some restaurants are using menus in combination with other strategies to promote a certain seasonal food or theme.

- *Tam O'Shanter Restaurant, Bakersfield, CA:* Table tents and newspaper ads draw customers to the annual strawberry festival. Employees dress in red, a large fresh strawberry garnishes each meal, and about 120 pounds of fresh berries are used daily to make brandied berries, strawberry daiquiris and other house specialties.
- *Good Earth Restaurant, Phoenix, AZ:* On the back of the children's menu, the answers to a crossword puzzle turn out to be the names of all the fresh fruits and vegetables served in the restaurant. With each menu comes a packet of radish seeds and directions for planting.
- *Mr. Steak Restaurants, Denver, CO:* Customers are visually bombarded with apples during the harvest celebration each fall. The festival features three apple desserts, apple cider in a special mug and fresh apples given away at the cash register.
- *Peachtree Plaza, Western International Hotel, Atlanta, GA:* A produce cart like those used in England at the turn of the century is stationed in the main entrance to the hotel's three restaurants. Fresh produce items and baked goods available for sale to guests reflect the seasonal specialties offered in the restaurants. Fresh cherries might be sold from the cart, for example, when cherry desserts are featured on the menus.

***Staff can help . . .***

Whether seasonal foods are promoted on the regular menu or on a separate one, restaurant staff can help draw customers' attention to them. The customer may not notice seasonal items, especially if they are scattered through the regular menu. A suggestion to try an unusual dish, such as breast of pheasant with parsnips and red cabbage, may well be appreciated.

The customer's desire for guidance may be even greater when a special menu is used—for the need to order from two pieces of paper may cause puzzlement. Wait staff can help by saying something like this: "Sir, this is the regular lunch menu, where you will find many of our most popular dishes. On the other menu are several spring specials you might enjoy."

In addition to helping promote seasonal foods, wait staff should have the opportunity once in a while to tell customers about an out-of-season treat. Reliance on seasonal foods is undeniably sensible, but there is no reason to be rigid. When a supplier unexpectedly offers fresh raspberries in February, they should be seized with glee. After basking in the midsummer memories aroused by those berries, customers will certainly return to see what other surprises are in store. ❑

## The season's pick

Knowing when foods reach their peak of supply and quality is an essential prerequisite to planning seasonal menus. The list provided here is a starting point, but each restaurant should develop its own calendar of seasonal foods, based on local supply patterns. These can vary considerably. For example, lobster is usually best from May through December in the East, while on the West Coast, the key dates are October through March.

Buying in quantity while the season lasts is the way to make maximum use of low prices and abundant supply. Then look for several different ways to prepare the food. Fresh spinach can be an important component of salads; cooked, it can be used as a filling for stuffed fresh pasta and as a bed for baked fish. Similarly, the same fruits that go into the bar's popular summer drinks could garnish platters in the restaurant. Leftovers would make delicious preserves or chutneys to be enjoyed by customers.

| | |
|---|---|
| **Spring** | apricots, asparagus, lettuce, new potatoes, peas, shad roe, strawberries |
| **Summer** | basil, parsley, other herbs, beets, blueberries, cherries, corn, cucumbers, figs, melons, okra, peaches, plums, raspberries, salmon, soft-shelled crabs, tomatoes, zucchini |
| **Fall** | acorn squash, apples, chestnuts, cranberries, fennel, game, pears, pumpkins, sweet potatoes, wild mushrooms |
| **Winter** | artichokes, broccoli, brussels sprouts, citrus fruits, Jerusalem artichokes, parsnips |

# How to hire, train and motivate seasonal employees

By Toni Lydecker

What if all your employees had to be trained within the space of a few days? How would you cope if a quarter of them quit before the busiest weekend of the year? Would you be willing to provide housing and recreational opportunities for employees if it became difficult to fill jobs otherwise?

These demanding situations are ones restaurant operators with a seasonal business often handle as a matter of routine. Not for them the usual pattern of moderate fluctuations in business—instead, demand for their services soars during "the season" and takes a nosedive the rest of the year.

Although most restaurants never face the challenge of hiring and training so many workers in a short span of time, they are likely to employ a few extra workers to fill in for vacationing employees during the summer or to accommodate increased business during a holiday. Many of the techniques used by resort operations transfer well to the employment of seasonal workers on a smaller scale.

***Structuring the staff . . .***

Seasonal employment is not the same in every operation. Some restaurateurs just slow down during the off season, while others close entirely. Regardless of the scale and schedule of its operation, however, any restaurant depending on seasonal employees tries to avoid starting up entirely from scratch each time. Often the secret is to develop a strong, experienced core staff. The Country Road Ltd. Bar and Restaurant in Aspen, CO, keeps most of its staff on the payroll all year, but puts everyone on a part-time schedule as business slackens during the off-season. In Ocean City, MD, the Phillips Seafood Restaurants chain shifts permanent employees during the summer from two of its less-frequented restaurants to form a core of seasoned workers for the largest one.

By drumming up business for its catering and banquet operations, Harris Imperial House in Pompano Beach, FL, is able to keep 75 percent of its workers year round. "And I like to run a little tight on help during the season so I don't have to lay off so many at the end," says General Manager Michael Harris.

Another important strategy is to hire people who prefer seasonal employment and who will probably return the following year. A winter resort might reasonably expect long-term service from a bartender who likes to go to Europe every year or has regular summer employment with a resort up north. One dining room manager works hard during Florida's winter season, taking four months off during the summer to spend with her children. Teachers who are off during the summer may make excellent, long-term seasonal employees. Other good bets, especially for part-time assignments, are local retirees, homemakers and people for whom seasonal work is a second job.

Rather than complaining about the lack of job security, these types of core staff members will perceive the seasonal nature of the work as an opportunity to pursue other personal goals. The owner of the Mad Batter in Cape May, NJ, recently took several kitchen staff members on a culinary tour of Thailand during the off-season—an experience not to be contemplated by most restaurants that operate 12 months of the year.

Like many others with a seasonal business, Lloyd Byrd, general manager of Phillips Crab House in Ocean City, MD, has turned to students: "They're bright, capable and have a lot of enthusiasm. You teach them how to do the job, and they're able to maintain the pace with a lot of class for three months. Just as the job begins to seem old hat, the summer comes to an end, and it's time to go home."

There is a down side to hiring students, however. For many, the restaurant job is their first, and managers may find themselves teaching not only specific job skills but also basic work habits, such as punctuality. Because a high proportion of students will not reapply the following year, this training time could be invested in only one season's work. In addition, the fit between the restaurant's season and the interval between terms at the student's school is often imperfect.

***Where to recruit . . .***

Most operators with a seasonal business often start recruiting four to five months in advance. If the restaurant is in a resort setting, unsolicited applications sometimes pour in. That is the case, for example, with the Grand Hotel in Mackinac Island, MI. Attracted by the beauty of the surroundings and the chance to work in a luxury hotel, experienced foodservice workers from around the world compete for a chance at job openings during the six-month season.

More commonly, operators must take an aggressive approach to recruitment. According to Selection Research, Inc., a Lincoln, NE, firm that helps businesses make better hiring decisions, restaurateurs should concentrate on reaching "a predetermined pool of people" likely to be suited for the jobs. To recruit local residents, for example, newspaper ads and a booth at a community jobs fair may be good approaches. Sending bulletins of job vacancies or doing on-site recruitment at educational institutions is the most direct route to students.

Many operations find highly motivated, knowledgeable young people in

hotel/motel management programs. Paid employment may be offered but, increasingly, companies are exploring the possibility of providing internships for students. Chip Weiant, general manager of Island Resorts, Inc. in Put-in-Bay, OH, eventually plans to fill about 10 percent of his seasonal employment needs in this way. Although student interns normally receive only room and board, this arrangement should not be regarded as an easy way to get cheap labor, cautions Weiant. The resort operation must offer an educational experience conforming to university requirements that are often stringent.

Resorts in isolated locales must recruit employees old enough to live away from home, but proximity to an urban area opens the possibility of hiring younger students. Oglebay and Wheeling Parks, two resort parks located in Wheeling, WV, hire students as young as 14 years of age. By hiring only those who maintain good grades, Personnel Manager Dave Holloway has won the cooperation of high-school counselors and teachers.

Formal recruitment methods are helpful, but many resort operators say the best way to find good seasonal employees is to ask for recommendations from competent workers already on the staff. "Talent knows talent," as one restaurant consultant puts it.

### *Screening prospective workers . . .*

Because most applicants for seasonal job slots do not have related experience, many managers evaluate them primarily on the basis of appearance, personality and character—depending heavily on a well-structured interview to make the right decisions. Bruce Raterink, director of training for Carl Karcher Enterprises, headquartered in Anaheim, CA, suggests giving preference to evidence of a naturally competitive spirit, such as excellence in sports or academics. "That person will want to be the best and will respond readily to motivational techniques," he says.

Settling on the right job for a seasonal employee is an important component of hiring. According to Selection Research, Inc., someone with "high woo," or the ability to please patrons, should be assigned to the front of the house, while an energetic person with a conscientious attitude towards completing tasks may be better suited for a kitchen job. If a manager discovers after a few days that a person is mismatched with the job, a prompt assignment change is in order.

### *The training dilemma . . .*

Training inexperienced seasonal workers quickly but thoroughly is one of the trickiest aspects of running a seasonal operation. "Too often we are fatalists about short-term workers. We say to ourselves, 'Well, they're only seasonal—what can you expect?' And then, of course, we get inadequate performance," says Bruce Raterink of Carl Karcher. Instead, managers should make it clear from the beginning—both in words and actions—that the seasonal workers are indispensable and that they must meet high expectations.

Documenting the steps in each task an employee must perform prevents teaching unnecessary or wrong information. For example, someone learning to operate a soft-drink machine must know not just how to fill a single cup, but the sequence of steps necessary to fill two or three at a time when business is heavy. The proper speed of the actions should also be demonstrated, although the trainer can then repeat the motions more slowly.

Training time can be further shortened by simplifying the tasks. At one restaurant the core staff do skilled prep work, leaving more easily taught tasks, such as frying or steaming, to the seasonal workers. During the first few weeks, managers watch the employees closely to determine which ones have the aptitude for quick mastery of a more complex skill, such as operating the broiler.

It can be a mistake to cut training time too short, say some employers. At Harris Imperial House, a week is set aside for training; each trainee receives one-on-one instruction in basic procedures, followed by several days of trailing an experienced worker. "Sometimes you have to fight the employee to do it that long, especially when they have some previous experience. And when things get rushed, you have to fight yourself to allow enough training time. But you really need that week—otherwise, the employee is always catching up just a little," says Manager Michael Harris.

Requiring employees to read a manual can free up time during training sessions for reinforcing the information or answering questions rather than presenting the material for the first time. Some employers even give quizzes to keep trainees on their toes.

Oglebay and Wheeling Parks use a training film to stimulate discussion during workshops for seasonal employees. The short video segments show typical work situations, such as an incident in which a little girl at a refreshment stand spills a drink. The attendant reacts appropriately by replacing the drink without charge, but in other cases the person may make a poor decision. By discussing the scenes and doing related workbook exercises, trainees develop a sense of how to handle typical problems.

### *The right time to train . . .*

Finding the best time to train may be harder than actually doing it. When the seasonal workers are students, they may dribble in slowly as their classes end rather than arriving all at once. Thus, some may end up working several days or even several weeks before a group training session takes place.

One solution to this problem is to set up two or three sessions rather than one big one. In the meantime, the early arrivals can be taught the absolute essentials of their jobs on an individual basis. A carefully structured training plan will make it clear which tasks are in the "must know" category and which can be deferred until later.

Sometimes the problem is too many employees arriving at the same time for training to be accomplished easily. In such a case, it may be helpful to bring in employees who live or attend classes nearby a weekend or two before the season begins. Then, when the other employees are arriving in droves, there will be a sizeable cadre who knows the ropes.

### *Housing and recreation . . .*

Most restaurateurs never have to worry about where their employees live or how they spend their spare time; but for the managers of resort operations, these can be burning issues. In a remote location, there may not be adequate housing unless the resort provides it or the available quarters may be out of the employees' price range.

## How to end the season with a smile

### Recruitment

- *Sell applicants on a summer experience*, not just a summer job. But be frank about how much they can expect to save while working. Otherwise, they may become discouraged mid-way through the season and leave.
- *Build a brigade of local residents*, such as homemakers and retirees, who are willing to work part time especially at the beginning and end of the season when students may be unavailable.
- *Consider offering an internship* to hotel/motel management students (but be prepared to put together a stimulating curriculum).
- *Keep full, accurate files about seasonal employees* from year to year. Then, when people reapply, you can check past performance and make well-founded decisions.
- *Identify the strong points of the seasonal experience* and use them when recruiting.

### Training

- *Set high expectations*. Make it clear what kinds of behavior are unacceptable. If chronic absenteeism is grounds for dismissal, say so up front.
- *Use a question-and-answer format* for training so employees cannot tune you out. Consider a few pop quizzes.
- *Analyze the steps in key job functions* and write them down in an employee manual. Make sure the manual also includes general policies and procedures.
- *Use lulls in business to teach "nice-to-know" tasks* and to do cross training, particularly with employees who show an interest in learning more. Employees with multiple skills give managers more flexibility in scheduling.

### Motivation

- *Say thank-you with a small bonus* if an employee has to work overtime.
- *Throw one or two parties for staff* each season, with all expenses paid by the restaurant.
- *Organize intramural sports events* between different departments within the operation.
- *Give a payroll stuffer* to employees who have performed well during the pay period. It could be either cash or coupons good for food or activities.
- *Get seasonal workers together occasionally* to talk about their special problems and do a thorough debriefing at the end of the season to find out how to improve next time.

Some resorts aid employees by posting lists of vacant apartments and rental agencies. Bulletin boards also help employees communicate with each other to find roommates and suitable living arrangements.

For many seasonal workers, the primary attraction of the job may be the setting, and the resort operator should make every effort to make recreational experiences accessible to them.

Time off for side trips to scenic spots—with expenses paid, if it is a reward for good performance—will be appreciated. Sensitivity to employees' recreational interests is also helpful in coming up with a work schedule that pleases everyone. Every worker should have the opportunity, on a rotating basis, for a night shift that allows him or her to be on the beach or ski slopes during the day.

### *Make them insiders . . .*

Like other employees, seasonal workers need to feel that their work is appreciated and that they are "in" on what is happening. Managers should be certain to include them in staff meetings, take the time for a kind word and, most important, talk out any problems that arise. These problems may be of a personal nature when a high proportion of the workers are young people. Managers must walk a fine line between providing the sympathy and support necessary to keep productivity high and becoming surrogate parents.

Employees should understand from the start that they are expected to work hard, but that management will do everything possible to make the experience satisfying. A welcoming party and intramural sports will help employees get acquainted with one another and develop a sense of identification with the operation. On the job, contests can help break up the routine. Young people will strive hard to beat last season's record for wine sales or the guest check average—even when the prize is only a bottle of wine or a theater ticket.

A common problem in seasonal operations is keeping motivated employees to the end of the season. Even if employees promise when hired to stay until a certain date, they can change their minds—leaving the employer high and dry during a peak period. Employers can head off such problems, to some extent, by telling applicants that the employment reference they receive will depend on staying until the promised date and performing their work just as well on the final day as on the first. Another strategy is to offer an end-of-the-season bonus—to be delivered only when those two conditions are met. At one restaurant, the season ends with the publication of an eagerly awaited yearbook that includes group shots of all the seasonal employees and their permanent addresses.

In addition to keeping employee morale from dwindling, managers must find ways to get the best workers to come back. Some restaurants offer efficient dishwashing or busing staff the chance to return as wait staff. Others hire their seasonal workers as college freshmen or sophomores and then try to interest them in a long-term, secure employment arrangement. Incentives for returning might include a wage increase, fringe benefits and an expense-paid trip to a neighboring resort.

Occasionally a seasonal employee may even become a valued member of the permanent staff. Casting about for a new assistant manager Lloyd Byrd, general manager of Phillips Crab House, realized that one of his seasonal employees had worked faithfully every summer for five years, had just completed a degree in business administration and was looking for employment. The young man got the job. ❑

# NRA 1984 RESTAURANT HOTEL-MOTEL Show

## Don't miss the Show

Now's the time to make your plans for the 65th annual NRA Restaurant, Hotel-Motel Show, to be held May 19-23 at Chicago's McCormick Place. This, the world's largest foodservice and lodging exhibition, provides acres of exhibit space, hundreds of hours of educational sessions and thousands of contacts. The event has received trade fair certification from the Department of Commerce and recognition as the "major U.S. show in the hotel and restaurant equipment industry."

What's on the agenda? Five days of exposition, a culinary arts salon, a demonstration session by the U.S. Culinary Team, the "Dinner of the Century" and more than 40 educational sessions with best-selling authors and some of the industry's leading experts.

You can see the latest products you need to run your operation; try out the most advanced equipment produced today; meet the most exciting innovators in the industry; examine drawings, plans and sketches; and participate in the election of officers and directors. You can hear the opening Show address by NRA President Joe R. Lee, remarks by the first lady of the American theater Helen Hayes, a speech by writer and jack-of-all-trades George Plimpton and presentations by such best-selling authors as Kenneth Blanchard *(The One Minute Manager)* and Wayne Dyer *(Your Erroneous Zones* and *Pulling Your Own Strings).*

The registration fee for those who register in advance is $7.50. It is $15 for those who register at the convention. No one under 16 years of age will be allowed on the exhibit floor. Every business expense related to attending the NRA Show is tax deductible.

## NRA opening program highlights the economy and election

NRA President Joe R. Lee will kick off the 65th annual NRA Restaurant Hotel-Motel Show with a keynote address on political education in the Arie Crown Theatre of Chicago's McCormick Place on Sunday, May 20, 1984, at 2:00 p.m.

Following President Lee's address, a panel of eminent journalists and economic experts will explore the topic, "The Economy, The Election; Who Wins?"

Participating in the opening day program are Dr. Alfred E. Kahn, advisor on inflation to President Carter and chairman of the Carter administration's Council on Wage and Price Stability; Bill Kurtis, co-anchor of the CBS morning network news; Hugh Sidey, journalist and contributing editor to *Time* magazine, author of four books on American presidents and regular panelist on television's "Agronsky and Co."; and Dr. Murray Weidenbaum, former chairman of President Reagan's Council on Economic Advisors.

Plan to get there early. A musical warm-up featuring LIFE, a popular performing group, will begin at 1:30 p.m.

## Exhibits to set record

If there is a product or service you need, the NRA exhibit floor is the place to find it. NRA has made room for 83 new exhibitors this year by featuring the Culinary Arts Salon in McCormick Place's Chicago Room rather than on the exhibit floor. This brings the total number of exhibiting companies to a record-breaking 1,300, representing some 6,100 different products and services. Not only does this provide a golden opportunity to taste, sample and examine products but you also can put products next to several other similar items. What a chance to comparative shop!

At the Show, you will see the familiar and the unfamiliar. You will learn of new products, improved products and services you may not have known existed. And you can cover more ground during the Show in less time than you can by visiting vendors or distributors on their turf.

## Culinary Foundation to host 'Dinner of the Century'

A spectacular addition to this year's NRA Show is the "Dinner of the Century." Hosted by the NRA/ACF U.S. Culinary Team Foundation to benefit the 1984 U.S. Culinary Team, the evening will feature the best cuisine, finest wine and warmest hospitality.

The "Dinner of the Century" will be held at the newly renovated Palmer House on Saturday, May 19. A 10-course meal representing each decade of the century will be prepared by the 1984 U.S. Culinary Team and served with 20 of the finest wines. Each course will be announced with a trumpet and proclaimed by a herald, who will also describe each dish. (See the accompanying menu.)

Walter Conti, chairman of the NRA/ACF U.S. Culinary Team Foundation and owner of Conti Cross Keys Inn, Doylestown, PA, has established a committee of leading restaurateurs and culinary experts to oversee the event.

The "Dinner of the Century" is a black tie affair limited to 200 guests. Tickets can be purchased for $500 each. All donations are tax-deductible as they will be presented to the NRA/ACF U.S. Culinary Team Foundation, a 501(C)3 not-for-profit corporation. Donations and/or inquiries should be directed to the NRA/ACF U.S. Culinary Team Foundation, c/o Richard Gaven, National Restaurant Association, One Park Place, Suite 2000, Chicago, IL 60601, (312) 853-2525.

## The Menu for the Dinner of the Century

**Elegant hors d'oeuvres** *including caviar blinis and steak tartare.*

❦

**Overture California** *marinated fresh artichoke bottoms, julienne of smoked salmon, endive leaves and salmon tartare.*

❦

**Essence of black Rocky Mountain bear claw** *dark, rich, double-strength essence, flavored with sherry wine and garnished with watercress custard, bear claw dumplings, wild mushrooms and gold leaves. Served with rye puff pastry.*

❦

**Sauteed duck liver Hudson Valley** *red cabbage combined with poached pear slices and sauteed duck liver.*

❦

**Supreme of Michigan asparagus** *tied with a carrot ribbon, placed on a puree of white asparagus that has been topped with a light vegetable sabayon.*

❦

**Jewels of the sea "Ole Miss"** *lobster, crayfish and crabmeat delicately flavored with a mustard butter sauce.*

❦

**Sorbet of passion fruit Arizona** *a delicate and refreshing fruit ice, served in a passion fruit decorated with fresh mint and flavored with a touch of tequila.*

❦

**Loin of lamb Wyoming** *center cuts of boneless lamb rack, enveloped with a delicate spinach-flavored stuffing. Served with a variety of miniature garden vegetables, including black-eye peas and a cheese-flavored noodle custard pie.*

❦

**Floral salad Kentucky with goat cheese souffle** *marinated tender leaves of limestone Bibb lettuce and radicchio, served in a marinated tomato and accompanied by a light goat cheese souffle.*

❦

**American black walnut cream** *served in an almond-flavored wafer shell with bourbon sauce.*

❦

**Bonbon-petits fours finale.**

## 1984 U.S. Culinary Team at Show

The U.S. Culinary Team, a corps of expert chefs from across the country, who are fine-honing their culinary skills before the International Culinary Competition or "culinary olympics" this fall, will demonstrate their award-winning talents in the NRA demonstration kitchen on the concourse level exhibit area of McCormick Place on Monday morning, May 21. The chefs will be preparing a special luncheon to honor those who have contributed $1,000 or more to the U.S. Culinary Team Foundation.

The 1984 U.S. Culinary Team is the eighth contingent of American chefs to represent the United States at the "culinary olympics." At the last competition in 1980 the U.S. team won the prestigious hot food competition and a total of 32 gold and two silver medals.

In two preliminary international competitions in 1983, the team won considerable honors. At the Austrian competition the team won the grand prize and a total of 11 gold and two silver medals. In Osaka, Japan, the team received a total of 12 gold medals, the third prize plaque, the prize of honor from Switzerland and trophies from the city of Osaka and Verband der Koche Deutschland, the German chefs' association.

Last year this spice sculpture won the Grand Prize of the Entire Show.

## New site for NRA Culinary Arts Salon

This year NRA's Culinary Arts Salon will move to McCormick Place's prestigious Chicago Room—a beautifully-appointed room overlooking Lake Michigan.

More than 200 chefs, apprentices and students will display their culinary skills in a cold food competition from 10:30 a.m. to 6 p.m. on Sunday, May 20, and from 9:30 a.m. to 5 p.m. on Monday, May 21.

World-renowned chefs will judge winners in the following categories: Grand Prize of the Entire Show, Grand Prize—Pastry Display, Best of the Show, Most Original Piece of the Show, Judges' Special Award and Best Entry from a Junior Culinarian.

There is no entry fee to participate. There is no special fee to view the displays.

# Helen Hayes to speak at NRA's First Ladies' Luncheon

Helen Hayes, the first lady of the American theatre, will be the featured speaker at NRA's First Ladies' Luncheon at the Chicago Marriott Hotel on Monday, May 21, at 11:30 a.m.

A seasoned performer of both stage and screen, Hayes made her Broadway debut at the age of nine. In the seven decades since then, she has dazzled countless theatrical and film audiences with her energetic and witty characterizations.

A two-time winner of the coveted Academy Award and the first actress to earn an Oscar in both the best actress and best-supporting actress categories, Hayes is well-remembered for her film performances in "A Farewell to Arms," "Anastasia" and "Airport."

Hayes will share some of the highlights of her illustrious career at the First Ladies' Luncheon. The luncheon, a popular event at the last NRA Show, will honor Dale Lee, the wife of NRA President Joe Lee, as well as the wives of past NRA presidents.

First lady of the American theater Helen Hayes will share highlights from her dazzling career.

Tickets for the First Ladies' Luncheon are $25 each and can be purchased from Philip Kralovec at NRA's Chicago office, One Park Place, Suite 2000, Chicago, IL 60601; (312) 853-2525.

# First student hot food competition

This year, for the first time, the demonstration kitchen constructed on the grand concourse level of McCormick Place will feature a student competition. Each of the schools that have been given a complimentary booth at the 1984 NRA Show has been invited to send their most outstanding student to compete.

The overall procedure for the competition will be similar to that followed in selecting the U.S. Culinary Team. On Saturday, Sunday, Tuesday and Wednesday, young culinarians will create and prepare a menu from a mystery box of ingredients. The winner of the competition will win a trip to Frankfurt, Germany, as an apprentice to the 1984 U.S. Culinary Team during the International Culinary Competition, commonly referred to as the "culinary olympics."

This is a great opportunity for Show attendees to see the fine work the schools throughout the country are doing in the culinary arts. And, in turn, it is an outstanding opportunity for schools and students to showcase their programs and abilities.

# George Plimpton featured speaker at membership meeting

NRA's chief officers for the year 1984-1985 will be elected at the annual membership meeting in the Lindheimer Room of McCormick Place on Monday, May 21, at 2:30 p.m.

Following the general election, NRA President Joe R. Lee, executive vice president of General Mills, Inc. and the president of the General Mills Restaurant Group, will introduce his successor as well as NRA's new vice president and treasurer for the first time.

Joe Lee will introduce his successor.

Officers nominated for the year beginning May 22, 1984, and ending May 21, 1985, are Harris O. Machus of Harris O. Machus Enterprises Inc. in Birmingham, MI, for chairman of the board and president; Theodore J. Balestreri of the Sardine Factory in Monterey, CA, for vice president, and G. "Jim" Hasslocher of Frontier Enterprises in San Antonio, TX, for treasurer.

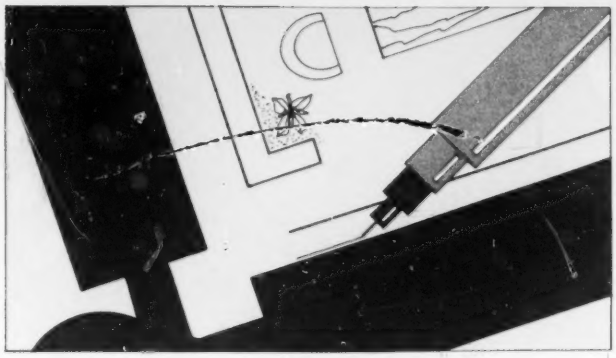
George Plimpton will entertain at the membership meeting.

The featured speaker at the membership meeting will be celebrated writer and jack-of-all-trades George Plimpton.

Plimpton, whose many and varied talents have allowed him to play football for the Detroit Lions, basketball for the Boston Celtics, hockey for the Boston Bruins and percussion for the New York Philharmonic, will entertain attendees of the NRA membership meeting with sports anecdotes and glimpses into his intriguing life.

# Hennessy Awards luncheon on May 19

Winners of the coveted Air Force Hennessy Awards will be announced and honored at the annual Hennessy Awards luncheon on Saturday, May 19, at the Palmer House. For more than 25 years, the Air Force has awarded the traveling trophy, a 34-inch Revere sterling silver bowl, to the bases demonstrating excellence in the management, preparation and service of food to enlisted personnel. Tickets for the luncheon are $35 and available from Ruth Tracy, Hennessy program coordinator, National Restaurant Association, 311 First St., N.W., Washington, DC 20001, (202) 638-6100.



## The Drawing Room

There will be a great new service at this year's NRA Show. A special room, called The Drawing Room, will be set up on the concourse level of McCormick Place. Here equipment manufacturers, dealers, designers, architects and operators can spread out their drawings, plans and sketches. Conference tables, drafting tables and design materials will be on hand. The Drawing Room will also feature the most complete equipment catalog library ever assembled at a hospitality trade show. So bring along your plans and make an appointment to use The Drawing Room.

# NRA Show Schedule

### *Saturday, May 19*

**8:00 a.m.**
Registration and check-in for one-day and two-day seminars in NRA Executive Seminar Series, McCormick Place/lobby level
**9:00 a.m.–5:00 p.m.**
Seminars with one-hour lunch break
*One-day seminars*
- Opening a restaurant
- Computers: A primer
- Controlling food cost
- Dining room management

*First day of two-day seminars continued May 22*
- Location! location! location!
- Restaurant design & facilities planning
- Off-premise catering
- Operational analysis

**10:30 a.m.–5:00 p.m.**
Dealer/supplier press preview of exposition, McCormick Place
**10:30 a.m.**
Student hot food competition, demonstration kitchen, concourse level, McCormick Place
**11:30 a.m.**
Hennessy awards luncheon, Palmer House (ticketed affair)
**5:00 p.m.**
NRA TV Today! on your hotel television.
**6:00 p.m.**
"Dinner of the Century" and reception, Palmer House (ticketed affair)

### *Sunday, May 20*

**7:00 a.m.**
NRA TV Today! on your hotel television
**8:00 a.m.**
- The Main Course race at Arvey Field
- Registration and check-in for one-day and two-day seminars in NRA Executive Seminar Series, McCormick Place/lobby level

**9:00 a.m.–5:00 p.m.**
Seminars with one-hour lunch break
*One-day seminars*
- Computers: Advanced
- Menu development
- Kitchen management: basics
- Motivation

*Second day of two-day seminars*
- Location! location! location!
- Restaurant design & facilities planning
- Off-premise catering
- Operational analysis

**10:30 a.m.–6:00 p.m.**
- Exposition open, McCormick Place
- Culinary Arts Salon, Chicago Room, upper level, McCormick Place

**10:30 a.m.**
Student hot food competition, demonstration kitchen, concourse level, McCormick Place
**1:30 p.m.**
Musical warm-up for opening day program, Arie Crown Theater, McCormick Place
**2:00 p.m.–3:30 p.m.**
Opening day program Arie Crown Theater, McCormick Place

Keynote speech: NRA President Joe R. Lee

Panel: "The Economy, the Election: Who Wins?" Alfred Kahn, Hugh Sidey, Murray Weidenbaum

Bill Kurtis, moderator
**5:00 p.m.**
NRA TV Today! on your hotel television
**9:00 p.m.–1:00 a.m.**
Convention Capers—"50s, 60s and Now," The Platters, Jade, Palmer House

## Special airfare

Delta Airlines and United Airlines have been designated the official carriers of the 1984 NRA Show. They have guaranteed the lowest fares possible on Delta or United from any city they serve. Book your flight directly with the airlines by calling toll free:
Delta—1-800-241-6760
—1-800-282-8536
(Georgia)
United—1-800-521-4041
Ask for NRA Account No. 7437 when calling United.

### *Monday, May 21*

**7:00 a.m.**
NRA TV Today!
**9:30 a.m.–5:00 p.m.**
- Exposition open, McCormick Place
- Culinary Arts Salon, Chicago Room, upper level, McCormick Place

**10:30 a.m.**
U.S. Culinary Team chefs prepare special luncheon for contributors of $1,000 or more to U.S. Culinary Team Foundation, demonstration kitchen, concourse level, McCormick Place
**10:30 a.m.–1:00 p.m.**
Special presentation: Dr. Wayne W. Dyer, Lindheimer Room, mall level, McCormick Place
**10:30–noon**
*NRA theater series: McCormick Place*
- Industry trends (Theater 1)
- To catch a thief, Frank Abagnale (Theater 2)
- How to spot a drunk, Brian Rea (Theater 3)

*Management clinics: McCormick Place*
- Prep update (Room 20-2)
- CHART presentation (Room 20-7)
- Selling banquets (Room 20-8)

**11:30 a.m.**
First Ladies' Luncheon, Chicago Marriott Hotel (ticketed affair)
Speaker: Helen Hayes

**2:00 p.m.**
*Management clinics:*
*McCormick Place*
- Neighborhoods (Room 20-1)
- Gourmet burgers (Room 20-2)
- CHART presentation (Room 20-7)
- The psychology of food, Dr. Robert Christie Mill (Room 20-6)
- Student/industry/education/idea exchange (Room 20-8)

**2:30 p.m.**
NRA membership meeting, Lindheimer Room, mall level, McCormick Place
Election of officers
Speaker: George Plimpton
**5:00 p.m.**
NRA TV Today!
**9:00 p.m.–1:00 a.m.**
Convention Capers—"Country and Western Night," John Conlee, Palmer House

## Cassettes

**Audio cassettes of many of this year's educational programs are available for purchase at the information booth in the Management Clinic area. In addition, more than 70 of the best tapes from previous NRA Shows are also available.**

## *Tuesday, May 22*

**7:00 a.m.**
NRA TV Today! on your hotel television
**9:30 a.m.–5:00 p.m.**
Exposition open, McCormick Place
**10:30 a.m.**
First student hot food competition, demonstration kitchen, concourse level, McCormick Place
**10:30 a.m.–3:30 p.m.**
Special all-day seminar, Lindheimer Room, McCormick Place

Putting the one-minute manager to work, Dr. Kenneth Blanchard
**10:30 a.m.–noon**
*NRA theater series:*
*McCormick Place*
- Marketing and markets of the future, William Lazer (Theater 1)
- Your name is what?, Billy Burden (Theater 2)
- Roll out the bottle—how to merchandise bottled beer, panel (Theater 3)

*Management clinics:*
*McCormick Place*
- Survival cuisine: the foods you must serve during the 80's (Room 20-1)
- All about pasta, panel (Room 20-2)
- CHART presentation (Room 20-7)
- Covering your assets—crime prevention strategies, Frank D'Addairo (Room 20-8)

**2:00 p.m.–3:30 p.m.**
*Management clinics:*
*McCormick Place*
- Employer's guide to employment laws (Room 20-1)
- Walk-around foods—workshop on portable foods (Room 20-2)
- CHART presentation (Room 20-7)
- Business & industry foodservice: meeting the competitive challenge (Room 20-8)

*NRA theater series:*
*McCormick Place*
- Marketing in action (Theater 1)
- Dr. Elizabeth Whelan (Theater 2)
- Young chefs (Theater 3)

**5:00 p.m.**
NRA TV Today!
**7:00 p.m.**
Reception, Empire Room and main lobby.
Grand banquet and show with Glenn Campbell, Michael Davis. Grand ballroom, Palmer House (ticketed affair)

## Education credit

**The NRA Show is recognized by the American Dietetic Association (ADA) as a national show.**

## *Wednesday, May 23*

**9:30 a.m.–3:00 p.m.**
Exposition open, McCormick Place
**10:30 a.m.**
Student hot food competition, demonstration kitchen, concourse level, McCormick Place
**10:30 a.m.**
*Management clinics:*
*McCormick Place*
- CHART presentation (Room 20-8)
- All my friends told me I should open a restaurant (Room 20-1)

## NRA TV Today!

Find out everything that's going on at the NRA Show in the comfort and privacy of your own hotel room. Tune in mornings at 7 and in the afternoons at 5. NRA TV Today! provides you with complete program schedules, information about speakers and events, interviews and action from the exhibit floor.

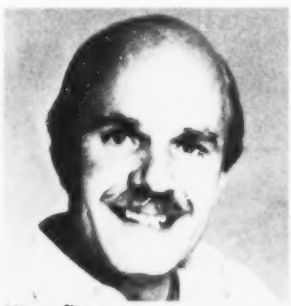
It's great for planning your day's activities at the Show and fills you in on events you may have missed. Simply tune in the channel identified on the NRA TV Today! promotion piece in your room.

# 28 programs in the theater series and management clinics

There are more than two dozen mind-stretching programs to choose from in this year's theater series and management clinics. Scholars, authors and successful foodservice operators will share what they have learned in these short sessions that are free to all Show registrants. No preregistration is necessary. All programs are in McCormick Place and run 90 minutes unless otherwise indicated.

**Monday, May 21–10:30 a.m. to 1 p.m.**

"The wit and wisdom of Wayne Dyer." Author, psychotherapist and college



Wayne Dyer

professor, Dr. Dyer is best known for his best-selling books *Your Erroneous Zones*, *Pulling Your Own Strings* and *The Sky's the Limit*. He will make his second appearance at the NRA Show with this special program in the Lindheimer Room.

## Theater series

**Monday, May 21–10:30 a.m.**

- "Trends." This presentation will outline some of the hottest trends in the industry. (Theater 1)
- "To catch a thief." A practical and entertaining discussion by Frank Abagnale, a former con man. He will suggest protection methods to safeguard foodservice establishments. (Theater 2)
- "How to spot a drunk." A presentation by Brian Rea on how to deal with this potential problem. (Theater 3)

Ken Blanchard

**Tuesday, May 22–10:30 a.m. to 3:30 p.m.**

- "Putting the one-minute manager to work." Ken Blanchard, whose book *The One-Minute Manager* was introduced during the 1981 NRA Show, will return in this special all-day seminar. The seminar will be offered in the Lindheimer Room.
- "Marketing and markets of the future." Dr. Bill Lazer will discuss environmental and lifestyle changes affecting the restaurant industry, characteristics of the new breed of consumer, emerging trends in consumer behavior and changes in marketing management. (Theater 1)
- "Your name is what?" Billy Burden, one of America's foremost memory training authorities will train restaurateurs to remember the names of their guests. (Theater 2)
- "Roll out the bottle" will take an in-depth look at merchandising bottled beer. The two-hour session will begin with a presentation by Michael Jackson, well-known author and authority on beer. The second half of the program will feature a panel of hotel and restaurant operators who successfully promote beer including T. Peter Blyth of Westin Hotels and brewmaster Mathew Reich. (Theater 3)

**Tuesday, May 22–2:00 p.m.**

- "Marketing in action" will feature a panel of successful foodservice operators. Participating in the panel will be moderator Tom Feltenstein, author of *Restaurant Profits Through Advertising and Promotion*, Steve Nygren of the Peasant Restaurants in Atlanta, GA, and Bill Gillespie of the Shore Bird in El Granada, CA. The presentation will be in (Theater 1).
- Dr. Elizabeth Whelan, founder of the prestigious American Council on Science and Health, will discuss nutrition, additives, diet, health and consumerism in (Theater 2).
- Young chefs—a group of expert chefs, who are long in talent but young in years, will discuss contemporary American cuisine and the trends that are shaping it in (Theater 3).

## Management Clinics

**Monday, May 21–10:30 a.m.**

- Prep update—An early analysis of NRA's Project on Restaurant Energy Performance will be given in Room 20-2.
- CHART Presentation—First in the series of training programs presented by NRA in cooperation with CHART, the Council of Hotel and Restaurant Trainers, in Room 20-7.
- Selling banquets—A panel of operators will discuss how to increase banquet business in Room 20-8.

**Monday, May 21–2:00 p.m.**

- Neighborhoods—A panel of operators discuss the comeback of the neighborhood restaurant and how to succeed in this area of foodservice in Room 20-1.
- Gourmet burgers—a panel discussion of how this new trend is taking place in Room 20-2. Moderator: Peter Lee.
- CHART presentation—second in the series of training programs presented by NRA in cooperation with CHART, the Council of Hotel and Restaurant Trainers, in Room 20-7.
- The psychology of food—Dr. Robert Christie Mill discusses the restaurant customer's physical and psychological needs in the meal experience in Room 20-6.
- Student/idea/industry exchange, including Nancy Dini and Jim Peterson, in Room 20-8.

**Tuesday, May 22–10:30 a.m.**

- Survival cuisine: The foods you must serve in the 80's—Steve Mark Weiss, a writer, consultant and oenophile, will discuss food and menu trends with a special emphasis on the West and Southwest in Room 20-1.

Frank D'Addario

- All about pasta—Is pasta really one of the hot new trends or just a potentially low-cost food item that has attracted the attention of operators? A panel discussion will take place in Room 20-2. Moderator: Guss Dussin.
- CHART presentation—Third in the series of training programs presented by NRA in cooperation with CHART, the Council of Hotel and Restaurant Trainers, in Room 20-7.

• Covering your assets—A fast-paced presentation by security expert Frank D'Addario on crime prevention strategies in Room 20-8.

**Tuesday, May 22–2:00 p.m.**

• Employer's guide to employment laws—an easy-to-understand explanation of the legal problems faced in dealing with today's employee by NRA's Associate General Counsel Robert Palmer in Room 20-1.

• Walk-around foods—This workshop will explore the trend to more bite-size, hand-size, portable foods in Room 20-2.

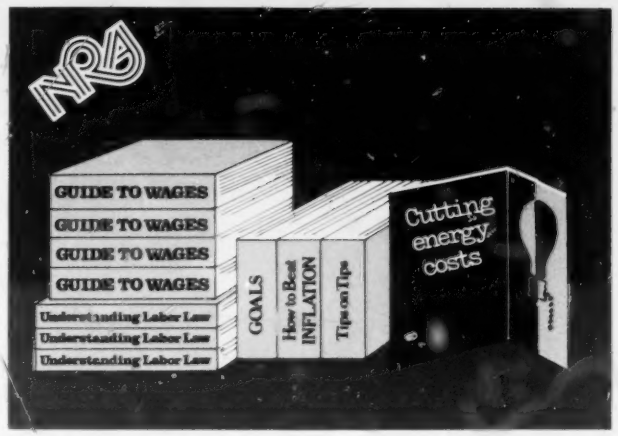
• CHART/presentation—Fourth in the series of training programs presented by NRA in cooperation with CHART, the Council of Hotel and Restaurant Trainers, in Room 20-7.

• Business and industry foodservice: meeting the competitive challenge—Non-commercial foodservice operators are borrowing and developing merchandising techniques to keep their customers from going to the competition. Featuring Neil Reyer and Richard Ysmael in Room 20-8.

**Wednesday, May 23–10:30 a.m.**

• CHART presentation—Last in the series of training programs presented by NRA in cooperation with CHART, the Council of Hotel and Restaurant Trainers, in Room 20-8.

• All my friends told me I should open a restaurant—A panel discussion featuring successful operators who reminisce about their beginnings in the restaurant industry with a look at their hopes, heartaches and failures in Room 20-1. Panelists include Marcel Desaulniers, Louis and Marlene Osteen and Richard D. Perry.




## Come to the NRA booth

While you are visiting the exposition this year, be sure to stop by Booth 1104, the NRA's membership booth, just as you enter from the lobby level.

Visit the booth to acquaint yourself with the valuable services and information you could be taking advantage of in your daily operation, or meet the guests who will be on hand to answer your questions on industry issues, such as minimum wage, labor laws and tip-income reporting requirements. NRA experts can also show you how to handle food and energy costs—even inflation.

If you are not currently a member, join at the Show and enter the *new members' only drawing*. The winner of this drawing will receive an IBM personal computer plus valuable software donated by Microbilt Inc. This drawing is part of the NRA membership drive that will result in a stronger association and more services for all members.

## 12 NRA seminars at Show

Twelve of NRA's most popular educational seminars will be offered during the first two days of the NRA Show, May 21 and 22. Four of these seminars are two-day programs; the rest are one-day. Registration and check-ins for each seminar will begin at 8:00 a.m. on the morning the seminar begins.

***Two-day seminars . . .***

*Location, Location, Location—How to Successfully Negotiate and Finance Your New Operation.* This seminar covers the nuts and bolts of the decisionmaking process from demographic criteria to the intricacies of financing in today's market.

*Off-Premise Catering.* This seminar offers a complete guide to the essentials of the catering business as well as an analysis of its common pitfalls.

*Operational Analysis: Understanding Foodservice Revenues and Expenses.* This seminar provides specific, in-depth procedures to objectively analyze an operation from financial and sales data to labor and food costs.

***One-day seminars: Saturday, May 19 . . .***

*Opening a Restaurant.* How to map out a business strategy and avoid costly mistakes.

*Computers in Foodservice: A Primer.* An introduction to computers and their use in foodservice.

*Controlling Food Cost.* Simple and effective pointers to eliminate profit drain from your operation.

*Dining Room Management: Creating the Right Environment Profitably.* Includes a comprehensive checklist that helps attendees better manage their operation.

***One-day seminars: Sunday, May 20 . . .***

*Computers in Foodservice: Advanced Technology/ Now That I Have One.* What you can do with a computer and what it can do for you.

*Menu Development: A Key to Improve Sales and Profit.* Tips on how to build a successful menu.

*Kitchen Management: Basics for Managers and Supervisors.* Easy-to-implement, money-saving techniques for improving efficiency and productivity in the kitchen.

*Motivation: A Key to Successful Personnel Management.* This seminar examines the psychology behind motivation techniques and identifies motivators that work in today's environment.

The charge for one-day seminars is $140 for NRA members and $170 for nonmembers. Two-day seminars are $310 for NRA members and $370 for nonmembers. Special rates are available for two or more attendees from one company. For additional information, contact the National Restaurant Association, Education Programs Department, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

The Main Course follows a picturesque route.

## 3,000 to run in 'The Main Course'

"The Main Course," a 10-kilometer (6.2 mile) race along Chicago's beautiful lakefront, is back for the fourth consecutive year. This extremely popular event, which drew more than 2,300 runners from 40 states and five countries last year, has been expanded to accommodate 3,000 runners this year. The race will take off from Arvey Field (Columbus Drive and East Roosevelt Road) at 8 a.m. on Sunday, May 20.

To refresh runners along the race course, there will be water stations. And for those who cross the finish line, there will be hospitality tents filled with refreshments.

Awards will be presented to the first place male and female finishers as well as to winning teams and the top three men and women in each of the 12 age categories.

Despite the competitive spirit inherent in the race and recognition for top runners, all runners in The Main Course are winners. Just by entering the race and paying the $6.95 tax-deductible fee, contestants will receive an assortment of mementos, including a six-color cotton silk-screened-T-shirt from NRA and souvenirs from other race sponsors.

In addition, all race finishers are eligible for the "You-Don't-Have-to-Win" random drawing for gift certificates from top Chicago restaurants and hotels. The grand prize will be round trip air fare for two to Hawaii, provided by United Airlines.

One hundred percent of the proceeds from the race will again be donated to the NRA/ACF U.S. Culinary Team Foundation to help defray the cost of participation in the International Culinary Competition in Frankfurt, Germany, in October.

For race applications, contact Marge Whalen, NRA race director, One Park Place, Suite 2000, Chicago, IL 60601; (312) 853-2525.

## Top flight performers for Convention Capers

Convention Capers once again bring big name performers and popular groups as a welcome counterpoint to more serious Show activities. The two fabulous evenings of dancing and top flight entertainment are at no extra cost to convention attendees. This year's Capers will feature a country and western night and an evening of 50s, 60s and current tunes. An NRA badge is the only prerequisite for admission.

The first night of Convention Capers, billed as "50s, 60s and Now," will feature Tony Williams, the lead singer of The Platters, a popular vocal group of the 1950s and early 1960s. The Platters are remembered for such golden tunes as *The Great Pretender, Only You* and *Smoke Gets in Your Eyes*. Also on hand for the evening will be Jade, one of Chicago's vibrant up and coming rock and roll groups. "50s, 60s and Now" will take place at the Palmer House on Sunday, May 20, from 9:00 p.m. to 1:00 a.m.

John Confee, a popular country and Western performer, who hit the country music scene with *Rose Colored Glasses*, will sing some of his most popular tunes during the second evening of Convention Capers. Country and Western Night will be held at the Palmer House on Monday, May 21, from 9:00 p.m. to 1:00 a.m.

## Great menus

The three grand prize winners in this year's Great Menu Contest demonstrate that even though menus are as different as the restaurants they represent, they have some elements in common: excellent design, imagination and merchandising power.

You can examine the winners during the NRA Show exhibition hours and pick up a few pointers for your operation. This year's grand prize winners are

*First place:* Raffles, Miami, FL.

*Second place:* Market Cafe Restaurant, Westin Hotel, Seattle; Seattle, WA

*Third place:* Presbyterian Intercommunity Hospital, Whittier, CA.

## Glen Campbell, Michael Davis to entertain at grand banquet

The climax of social festivities will be the reception, grand banquet and show to honor NRA's newly-elected chief officers on Tuesday evening, May 22.

Glen Campbell will be the featured entertainer at the event. Campbell, who has made 40 albums in the last 20 years, will sing old favorites like *Gentle on my mind* and *By the time I get to Phoenix*.

Preceding Campbell will be Michael Davis, acclaimed juggler and comedian.

Tickets for the grand banquet and show are $85 each. The price of admission includes a reception in the newly-restored Empire Room and main lobby of the Palmer House as well as a gourmet dinner in the hotel's grand ballroom. The Dick Judson Orchestra will provide continuous music during dinner.

Glen Campbell

# How to buy a Computer

by Michael L. Kasavana, Ph.D.
*Michigan State University*

How you select computer equipment need not be much different from the way you buy dishwashing machinery, convection ovens or walk-in refrigerators. You must know what you want the equipment to do and how much money you have to spend. Then a market survey should point to possible alternatives. The primary difference between shopping for computers and other restaurant equipment is the buyer's level of confidence and experience. This article presents a six-step purchasing procedure that can make the job of computer buying less intimidating.

### *General considerations . . .*

When purchasing a computer-based system, it is important to note that there are three required hardware component parts. These parts are the central processing unit (CPU), memory unit (M) and input-output unit (I/O). The CPU serves as the brains of the system and takes responsibility for the mathematical and logical (arranging and sorting) processes performed by a computer. The memory unit, more correctly called the secondary memory, stores data files and application programs (accounts receivable, payroll, inventory, and so forth) and furnishes them to the CPU for processing as necessary. The I/O device enables the user to communicate with the system, that is, to direct the operation of the system's hardware components.

Input units allow the user to control system functions, enter programs and data, and direct the flow of information to output devices. Output provides the user with results from processed data and enables the user to edit operations as they progress.

Common input components include: cathode ray tube terminal (keyboard and screen), teletype (keyboard and paper), grid format (optical character reader) and electronic impulse (keypad). Output can be displayed on a screen (soft copy), printed on a page (hard copy) and/or written to an electronic medium (stored).

In addition to hardware, there is necessary software. There are two types of software present in a computer system: system software and application software. The user should be primarily concerned with application software since system software is under the design and control of its manufacturer. System software is di-

agnostic in nature (error detection and correction techniques) and built into a software package. Application software, however, can be developed and/or purchased by the user.

Common foodservice applications include prechecking, precosting, menu analysis, inventory control, time and attendance, and general ledger accounting. Restaurateurs are strongly encouraged to search for software first, hardware second. All too often, management purchases the equipment first and then struggles to identify applicable software or pays a premium for customized development.

**1 Identify internal needs.** Before Before you buy a computer, identify those areas of the business that would benefit most from automation. If you prioritize applications in the beginning, system selection will be simplified because you will know your software needs. Most foodservice operators prefer to investigate point-of-sale (service-oriented) systems first since they offer immediate controls over cash handling procedures and improved communications between service and production areas.

But there is also a case for making the back-of-the-house (payroll, inventory and so forth) the major focal point. Since the back office areas are more directly involved with a broader base of scarce resources, some believe it to be the best place to begin. In any case, the identification of potential implementation areas begins the purchasing process.

***"Once you know what each total computer system costs, you can intelligently begin the selection process."***

A restaurateur contemplating service-oriented computer applications will find some form of electronic cash register (ECR) or point-of-sale (POS) system most appropriate. Since customer service, cashiering and effective communication links can be monitored through such a system, it is a natural focal point.

It is important to understand the differences between ECR and POS technology because they dictate the final hardware configuration. The primary difference is that an ECR contains its own CPU while a POS device must be connected to a remote CPU in order to function. A stand-alone register is an ECR device since it contains its own CPU and need not be connected to any other device to operate. Interconnecting or networking a series of stand-alone devices can provide systemwide report consolidation and enable system opening/closing from one location, but the registers remain independent of each other.

An alternative design to the stand-alone system is a processor-based configuration. In this type of system, the registers (terminals) in the restaurant are POS devices that must be connected to a single, central CPU and memory unit to function. Instead of each register having its own data base, all terminals are interdependent and there is one large, centralized data base. This setup makes it easy to generate reports and to control system operations.

To determine whether a particular foodservice establishment would ben-

## First NRA conference on computers an overwhelming success

More than 200 restaurant owners, data processing professionals from hotel and restaurant chains, consultants and educators attended NRA's first National Conference On Computers in Foodservice last February.

The purpose of the four-day conference was to educate participants about restaurant computer systems so that they could make informed decisions when purchasing a computer or upgrading their current systems. The conference included demonstration sessions by computer system representatives. These sessions were designed to give attendees maximum exposure to the different types of computer systems available in the marketplace.

The conference opened with an introduction to computers seminar. This session presented refresher information and background for the other presentations.

The second day of the conference was devoted to point of sale (ROS) systems and electronic cash registers (ECR). In the morning, there were lectures and presentations on effective (POS) utilization, internal controls, and a general introduction to automating a restaurant. In the afternoon, conference participants were free to attend four out of six offered vendor demonstrations on front of the house/POS systems.

In the evening, computer companies participating in Monday's program sponsored a reception to give speakers, vendors and attendees an additional opportunity to discuss equipment needs as well as business problems and plans.

Back-office computer systems were the focus of the third day of the conference. The morning began with an introduction to back-office systems, followed by presentations on menu engineering and personal computers, which included information on specific kinds of software.

After this introduction to back-office systems, participants had a opportunity to see them firsthand by attending four out of six vendor demonstrations. As on Monday, a reception followed to give speak-

efit more from a series of stand-alone machines versus a processor-based network, an operator must determine how many work stations (terminals) are required. As a rule-of-thumb, consultants tend to use five register devices as the break point for preference of one design over the other. In general, a restaurant needing less than five terminals will find the stand-alone design more appropriate and less expensive. With five or more devices a processor-based set-up becomes more cost efficient.

**2 Collect product information.** Collect as much product literature about as many different products as possible to alert you to the feasibility of meeting your software needs. The best ways to acquire this information is by attending trade shows, visiting vendors and sending out a written request for information (RFI). When contacting a vendor, try to receive the following: 1) general sales literature, 2) software description documentation, 3) hardware description documentation, 4) user lists, 5) report samples, 6) examples of training materials and 7) annual report. Additionally, inquire about purchase/lease arrangements and available support/maintenance options.

***"A proposal is a valuable tool when shopping for a computer, because it gives a common standard for evaluation."***

**3 Develop a feasible system.** Once you've collected the product information, you have two distinct paths available. You can assume the burden of system design and simply shop around for the best price for the preferred products. The alternative procedure is to produce a request for proposal (RFP) and distribute it to all reputable vendors. In the latter case, you place the responsibility for system design on the vendor who is usually more experienced in this area. The vendor will share design tips with you when he develops a feasible system plan and returns it to you in the form of a proposal. A proposal is a valuable tool when shopping for a computer because it generates a common standard for evaluation. Make sure you provide a bidding format in your request for proposal to give you a basis for effective price and performance comparisons. This format should include such data as financial statements; references; pre-installation site planning and equipment configuration; training; post-installation support; corrective and preventive maintenance support; backup; level of support in amount of hours for testing, computer and manual file conversion and so forth; ability to support future growth; a model contract and system costs as well as detailed information about how the system will meet your needs.

Identify all the areas in the beginning and make sure each vendor conforms to the format when responding to your request for a proposal—perhaps by separating each item with a lettered index tab. Contact references. (See the accompanying questionnaire for ideas.)

**4 Identify indirect expenses.** The next step is to perform an indirect cost analysis. By now you have identified functional

ers, vendors and attendees additional time to interact.

The final day of the conference focused on implementing and using a computer system in restaurants. The final presentation of the conference was a panel on software.

Following the conference, many of the speakers remained on hand to address individual problems on a one-on-one basis. This free consulting time was a big bonus to the attendees who remained.

Evaluations by participants indicate that the conference was an overwhelming success.

The next NRA conference on computers in foodservice is scheduled to take place March 24–27, 1985, in Las Vegas, Nevada.

*—Rob Haimson*

## Checklist for vendor comparison

1. How long has the vendor been in business?
2. Is 100 percent of the vendor's resources committed to the computer industry?
3. Has there been an increase in the vendor's sales over the past three years?
4. How many systems have been vendor-installed?
5. How many systems of the size you require has the vendor installed?
6. How much of your total ongoing system will the vendor provide?
   a. Equipment
   b. Installation
   c. Training
   d. Maintenance
7. Does the system require significant physical modifications to your facility?
8. Is equipment protected from power problems? If so, how?
9. Can reports be initialized from any terminal?
10. When critical reports are printing, is the rest of the system fully operational?
11. Can the system handle banquets? If so, how?
12. Can the system "talk" to other systems? If so, identify which ones.

areas for automation, desirable hardware and software, and basic system costs. In addition to the quoted prices furnished by vendors, there often are extensive hidden or indirect costs. Typically, these expenditures include system installation (engineering, design, and architectural concerns), computer room creation (environmental, security, and construction cost factors), power protection (energy and redundancy), personnel training (materials, overtime and off-site expenses), inventory of spare parts (inventory for quick fix), shipping and insurance. There are many more possible expenses, depending upon a system's unique characteristics. You should identify all expenses to get a realistic total.

**5** **Select a system.** Once you know what each total system costs, you can begin the selection process. Although system selection involves a myriad of variables, there are three key areas that usually receive the most consideration. First is an evaluation of the system's ability to perform desired functions adequately. Performance evaluation may garner as many as 40 points (out of 100) in the decisionmaking process. Second comes the vendor's track record, staying power and dedication to system support—in short, his reputation, which is usually allowed a maximum of 35 points in a decision-weighting scheme. A majority of the remaining points are allocated for system expense (20 points) and a variety of other concerns.

**6** **Prepare the site.** After a system has been selected, the next step is site preparation and installation scheduling. Site preparation and installation are primarily concerned with architectural and engineering changes necessary to accommodate the computer and its peripheral equipment. Considerations, such as the creation of a computer room, environmental upgrading, and electrical wiring (if needed), can all take considerable planning and resources. Once the preparatory work is complete, the hardware and software can be put in place for testing and training.

***Summary . . .***

The purchase of a foodservice computer system does not have to be a traumatic experience. Management must first identify what needs to be accomplished and specify how many dollars are available to achieve this end. Only then should hardware be selected.

A market survey of possible alternatives is a prerequisite for an informed buying decision as are vendor proposals that generate a common standard of evaluation. ❑

## Questions to ask current users*

**1. Company background**
- ☐ Describe the nature of the company.
- ☐ When were you established?

**2. Relations with computer company?**
- ☐ *How long have you used the computer company?*
- ☐ *Is this the only computer company you have used?*

If yes, what caused you to select this company? What other companies did you consider?

**3. Software**
- ☐ Who provides the software?
- ☐ What systems do you have automated?
- ☐ Was the software created for your systems suitable for your needs?
- ☐ *Are you presently satisfied with the systems?*

If not, what are the deficiencies?
- ☐ Was the software installation costly?
- ☐ Are you able to change the programs to suit your needs? Is your staff trained to do so?

**4. Hardware**
- ☐ Who provides the hardware?
- ☐ *Have you had problems with equipment malfunctions?*
- ☐ Have you had any other problems with the hardware?
- ☐ Was the capacity of the machine sufficient to cover your original objectives?

Please specify some details about your hardware
- — model
- — memory size
- — disc capacity
- — number of CRT's (video display units)
- — number of printers
- — printer speeds

**5. Cost**
- ☐ *Did the computer company keep within a reasonable range of the estimated cost for their services?*
- ☐ Did you buy or are you leasing your equipment?

**6. Installation and conversion support**
- ☐ *Was the implementation schedule satisfactory?*
- ☐ What was your installation timetable?
- ☐ Were all systems automated efficiently?

**7. Post-installation support (service)**
- ☐ *Are you satisfied with the post-installation support? (e.g., equipment maintenance, system design and program modification?)*
- ☐ Is the company's response time satisfactory?

**8. Training program**
- ☐ What procedure did the computer company use to train your employees?
- ☐ *Was the training adequate?*
- ☐ Who covered training costs?
- ☐ Where did training take place?
- ☐ Do they have an ongoing training program for additional or new personnel?

**9. Flexibility**
- ☐ *How flexible is the computer company in meeting modifications to your original requirements?*

**10. Expandability**
- ☐ *Have you expanded beyond your original requirements?* If yes, was the computer company able to provide the new requirements? Were these changes costly?

*Key questions in italics

# FISHER'S LAW #51

## Confronting confrontations

In the course of a dynamic, fast-paced, multi-stimuli and sometimes hectic work environment, tempers can get short as the result of the pressures being experienced. Sometime in your business life you have undoubtedly encountered a situation where people have become emotionally frazzled, voices were raised, tables were pounded and a shouting match occurred. Such situations can arise with almost no preview and even in the best of circumstances. Accordingly, it's worthwhile to explore ways and means of managing one's way through these "boiling point" eruptions.

I should mention at the outset that a strong case can be made for allowing an emotional discharge between two people in conflict to run its course. The circumstances leading to the verbal explosion may have been brewing for such a period of time, or with such intensity, that a volcanic reaction is the best thing that can happen to allow a person to "get some things off my mind." In such circumstances, your managerial ability and basic temperament to absorb a verbal harrangue can serve as a safety valve. It's not pleasant, but that's the mantle of the office that comes with every supervisory position. It takes a "big" person to remain calm and exercise self-control when a verbal bombardment is occurring, but that's part of management maturity and responsibility. There are times when you have to put on that imaginary suit of armor and be mentally tough. *You* have got to remain the stable element, to be in control of the situation. You can't allow yourself to add to the problem; you're to solve, prevent or control it. For illustration, assume a distraught subordinate approaches you, breath seething, voice raised with apparent flaming anger and a demeanor bordering on rage. Here are a few techniques, used singly, but more often in combination with one another, that can help you manage the situation effectively. They all won't work under all conditions, but you're better off using them than not. Never forget, your objective is to bring a highly charged, emotional, irrational situation back to a point of controlled, objective reality.

1. *Change location and isolate.* If a confrontation is erupting, you want to isolate the person causing the disruption away from eyesight and earshot of everyone else. You can't allow the shouter to play to an audience. Steer the person to your "turf." Get him/her in your office or at your desk. Words as simple as "Come with me and we'll discuss it" issued while you are taking steps in the direction of your office, perhaps combined with a beckoning motion, can accomplish this.

2. *The professional delay.* It may help if you can buy time and set the tone. You can begin to take command of the situation by calmly but firmly stating to another appropriate subordinate (your assistant, secretary, etc.) that "(name) and I are going to meet for a few minutes on an important matter; will you please attend to (a), (b), (c)." The disrupter thus observes you in your command position, your authority role, which can have its desired effect. A variation of this is to have the disrupter on your turf, but indicate that before you will directly address his/her concerns you must make (or return) an extremely important call. Then make a call in the person's presence. Once again, he/she is a witness to your command actions, privy to important matters, which may cause the disrupter to think that his/her circumstance is only one element of a much larger context. This view can cause the person to diminish in his/her own mind that which seemed so paramount only moments earlier.

3. *The calming touch.* The right (and proper) kind of physical contact can have a soothing influence on a person who is at a high emotional pitch. If the situation warrants, it can help to place your hand on the forearm, biceps or shoulder of the person and calmly but directly say, "I hear what you are saying." The physical contact, along with the sincere statement of listening, can have a pacifying influence. Physicians and faith healers use this touching technique with great effect as do effective supervisors. Don't overdo it. You've got to judge the balance point.

4. *Level eye contact.* It would not be good to have an emotionally charged person standing while you are seated, for two reasons. First, by virtue of his/her higher eye level contact with you there can be a subtly felt physical dominance on his/her part. This can work to your disadvantage. Remember how you felt when a teacher stood directly over you in school. Highway patrol persons are trained to tell drivers they have pulled over to stay in their car so the police officer can literally "look down" on the seated driver. Second, if you remain seated while keeping the other person standing, it can be perceived as being disrespectful, i.e., keeping the person at attention as part of a "dressing down." This could add fuel to an already inflamed situation, and this should not be your objective. You should equalize eye contact level to convey mutual respect. You should both stand or sit, but sitting is preferable because it is a more relaxed position.

5. *The disarming remark.* It is sometimes possible to throw a loudly speaking person off guard with a disarming comment. For example, a complimentary interruption, such as, "Before you say anything more I want to tell you how well I thought you handled that situation last night. I want to talk more about it with you, but go ahead." Or, "Let me tell you before you go any further that we've had a number of customers remark how professional and courteous you were in service to them." Yes, it's a diversionary tactic, a defusing tactic, but you will have reversed the flow of

**Fisher's 51st Law: "In managing emotional conflagrations, the adept supervisor will cool them, not fuel them."**

interest in the relationship. When you return to the subject that caused the irritation, you may be able to address it more calmly, having had a pleasant "lead in."

6. *The long silence.* If the situation warrants, you may want to let the person "explode," get it all out of his/her system, while you remain passive. As the saying goes, "it takes two to tangle." You can't have an argument with someone who won't argue. After the tirade, you could remain silent for a long pause. Emotional and excitable people can't stand silence; they want, and expect, reactions. The silence may be uncomfortable for you, but it will be more uncomfortable for the other person. Let him/her speak first again. The person will likely speak in a lower tone, perhaps feeling a little foolish for having shouted. At any point after a pause you can say, "Are you through?" You can then proceed on a calm basis having had the silence act as a dampener on highly charged emotions.

7. *The appeal to reason.* On occasion, depending on both the person and the situation, you can reduce the volume and volatility of the communication by saying something like, "I can hear you. There's no need to raise our voices. Let's solve the problem." This can bring a characteristically calm and rational person back to an even keel, and that's your objective.

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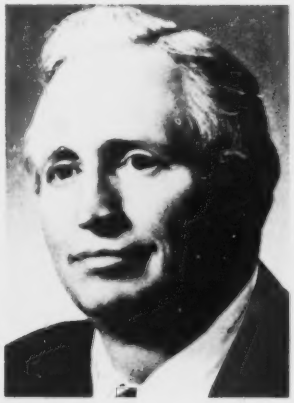
**Editor's note:** *With this issue the* ***NRA NEWS*** *resumes the column "Fisher's Law," written by NRA's executive vice president Bill Fisher. The first 50 laws were published by NRA between 1972 and 1977 when Fisher was last at the NRA. Since then they have been compiled into a book under the title* Fisher's Laws: The Thinker's Guide to Management Action.

# THE BOARD ROOM

## NRA nominates three board members to its chief executive offices

**Harris O. Machus**

**Theodore J. Balestreri**



**Jim Hasslocher**

NRA's board of directors recently nominated Harris O. Machus, president and owner of Harris O. Machus Enterprises, Incorporated, in Birmingham, MI, as chairman of the board and president for the year beginning May 22, 1984. Machus replaces Joe R. Lee, executive vice president of General Mills, Incorporated, and president of the General Mills Restaurant Group.

Harris O. Machus Enterprises, Inc., has grown from a single pastry shop opened by Machus' father in 1933. Today it consists of three pastry shops, two cafeterias and six full-service restaurants all located in Michigan.

This includes Machus Red Fox in Bloomfield; Machus Adams Square; 160 by Machus and Machus Sly Fox in Birmingham; Mr. Mac's Stable and The Paddock in Dearborn and Foxys in both Rochester and Troy.

Theodore J. Balestreri, president and co-owner of the Sardine Factory in Monterey, CA, is nominated as NRA's new vice president.

In addition to managing the Sardine Factory, Balestreri is president and chairman of the board of Surfside Enterprises, Inc. and co-founder of Carmel Butcher Shop, Inc., in Carmel, CA.

Balestreri also serves as president of the California Restaurant Association. He is a member of the board of trustees of both the National Institute for the Foodservice Industry (NIFI) and the California Restaurant Association Education Foundation and serves as bailli (president) of the Monterey Peninsula Chapter of the Chaine des Rotisseurs. Balestreri currently holds the position of NRA treasurer.

G. "Jim" Hasslocher, president and chairman of the board of Frontier Enterprises, a privately-owned foodservice operation headquartered in San Antonio, TX, is nominated as NRA's new treasurer.

Frontier Enterprises, which consists of 30 units in Austin, Dallas and Corpus Christi, TX, includes the Magic Time Restaurants, Jim's Restaurants, and the Tower of the Americas Restaurant.

A recognized leader in the foodservice industry, Hasslocher is the recipient of a number of industry honors, including the coveted IFMA gold plate award. Hasslocher is past president of both the San Antonio and the Texas restaurant associations and currently serves as chairman of NRA's Government Relations Committee.

NRA's nominated officers are officially elected at the annual membership meeting of the NRA Restaurant, Hotel-Motel Show. This year's annual membership meeting will be held in the Lindheimer Room of McCormick Place at 2:30 p.m. on Monday, May 21. NRA's new chairman of the board and president will be honored at the Grand Banquet at the Palmer House on Tuesday evening, May 22.

*Analysis:*

# Who is spending what on dining out?

*by Cecelia Niepold*

Americans' love affair with dining out is growing. Americans have steadily allocated more of their total food budget to dining out. In fact, this figure has almost doubled in the two decades between 1960 and 1980. In 1960-61, consumers spent only 17 percent of their total food dollar in restaurants. By 1980-81, the proportion had jumped to 32.4 percent; and, according to NRA, when travel expenses and institutional sales are included, the proportion becomes even higher—36.2 percent.

Who is spending what on dining out? That is the question this article seeks to answer to provide valuable marketing information. It presents the results of the *Consumer Expenditure Diary Survey, 1980-81** by age group, household size, income level and regional area and compares the data to the same study conducted eight years earlier (1972-73).

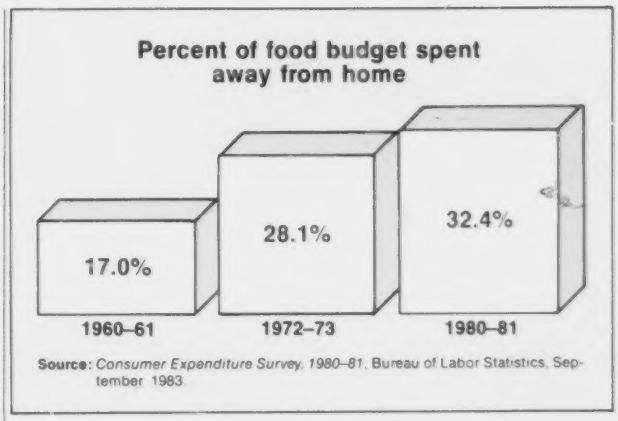
### *Overview . . .*

The consumer expenditure survey reports an average consumer unit spent $50.50 per week on total food in 1980-81—up 52.5 percent from the 1972-73 period. Of that $50.50, $16.35 was spent in restaurants—a substantial 75.4 percent increase over the $9.32 consumers reported spending only eight years earlier. In comparison, Americans increased the amount they spent on food at home only 43.5 percent during the same period.

Despite these large increases, total food expenditures have not kept up with inflation. Americans actually allocated less inflation-adjusted dollars to their total food budgets in 1980-81 than they did in 1972-73. Dining out expenditures declined substantially less, however, than did food-at-home levels. For instance, between 1972-73 and 1980-81, consumers spent 22.2 percent less in inflation-adjusted dollars on food at home. In comparison, Americans spent only 10.4 percent less on eating away from home. Total food expenditures in inflation-adjusted dollars dropped 18.5 percent during the same period of time.

## Expenditures by age group

The age group that spent the most in total dollars on dining out per week in both 1972 and 1981 were the 35 to 44 year olds. On the average, households in this bracket spent $22.31 each week on eating away from home—36 percent more than the average consumer unit. One reason this group spends more on dining out is that its members have relatively high incomes. The 35 to 44-year-old category posted the highest pretax income in the 1980-81 survey—$20,824—due primarily to the large number of two-income families among this group. NRA research has shown that families with working wives and mothers (see the September 1983 issue of *NRA NEWS*) and higher incomes are likely to dine out more frequently than many other consumer groups. Another reason 35 to 44 year olds spend more on total eating out expenditures is that these households are usually larger than other consumer units. In 1980-81, 35 to 44-year-old's households averaged 3.7 members—more than any other age




**Source:** *Consumer Expenditure Survey, 1980–81*, Bureau of Labor Statistics, September 1983

* *The Consumer Expenditure Survey, 1980-81* is part of an ongoing program developed by the Bureau of Labor Statistics to track consumer expenditures. These surveys have been conducted approximately every 10 years since 1888. Since the 1972-73 survey, BLS has included a diary survey which is based on expenditure data from diary surveys completed by consumer units for two consecutive one-week periods. In 1980-81, 5000 consumer units completed the diary survey. Expenditures incurred while away from home overnight or longer are excluded. The 1980-81 diary survey differs from the prior diary survey in several respects. Only urban consumers are represented and the size of the new sample is approximately half that of the previous survey. Students living in college housing report their own expenditures directly instead of having them reported by their parents. Finally, the term "householder" in the new survey refers to the first member of the consumer mentioned by the respondent as an owner (or renter) of the consumer unit. This differs from prior surveys when husbands were automatically considered the "head" of a household unit. Consumer unit, the other term frequently used in the study, refers to living units whose members are not always related, such as two singles living together.

category. This reflects the high number of families within this group.

Since 35 to 44-year-old householders are expected to remain the largest age group through 1995, this will remain an important market for restaurateurs. According to Data Resources, the number of households headed by 35 to 44 year olds will jump 22.4 percent between 1980 and 1995 and reach 23.5 million.

Another rapidly growing age group is the older consumer segment—those individuals 65 years and over. Although they spent only half as much per week on dining out compared with the average consumer unit, they increased their food away from home budget more than any other age group between 1972 and 1981—85 percent.

This group will grow in importance as it grows in sheer size. Data Resources predicts the number of older householders will advance 31 percent between 1980 and 1995 and reach 22.3 million by 1995.

Older consumers can be a more lucrative market for restaurateurs because their disposable income is often higher than their basic income levels suggest. Many senior citizens have done more financial planning for their retirement years and are also relatively debt free because they have paid off major durables, such as housing. Consequently, this leaves them more discretionary spending dollars for leisure activities, such as dining out.

Younger householders spent the largest proportion of their total food budget on dining out in both the 1972-73 and 1980-81 consumer expenditure surveys. In 1980-81, consumers under 25 years of age spent almost 43 percent of their weekly food budget on eating away from home, and 25 to 34-year-old householders spent 36 percent of their food dollar. Both of these proportions are significantly higher than the average 32 percent budgeted for food away from home.

According to Data Resources, the number of single 25 to 34-year-old householders will jump 58 percent between 1980 and 1995. This compares with a more moderate 15 percent rise in the total number of 25 to 34-year-old householders during the same time period. This group is also expected to experience rapid income gains. Almost four times as many single 25 to 34-year-old householders will earn more than $30,000 a year in 1995 compared with 1980. (All projected income figures in this report are reported in 1982 constant dollars.) The number of single householders under 25 will also grow significantly and advance 47 percent between 1980 and 1995.

Two person households are also an important segment of the younger market—especially among the 25 to 34-year-old group. Two person households will continue to account for more than a quarter of the total 25 to 34-year-old market. Most of these households consist of two-earner couples. This gives them relatively high incomes and makes them an attractive market for restaurateurs. By 1995, more than half of this group will have incomes of $30,000 or more.

**Food expenditures by age groups**

| Age Groups | Total food dollars 1980–81 | Percent of total food dollars allocated to food away from home 1980–81 | Food dollars away from home 1972–73 | Food dollars away from home 1980–81 | Percent change in food dollars away from home 72/73–80/81 |
|---|---|---|---|---|---|
| All consumers | $50.50 | 32.4% | $ 9.32 | $16.35 | 75.4% |
| Under 25 | 29.19 | 42.8 | 7.82 | 12.49 | 59.7 |
| 25–34 | 51.81 | 35.8 | 10.41 | 18.57 | 78.4 |
| 35–44 | 69.59 | 32.0 | 12.48 | 22.31 | 78.8 |
| 45–54 | 63.96 | 33.0 | 12.06 | 21.09 | 74.9 |
| 55–64 | 51.11 | 28.8 | 8.14 | 14.70 | 80.6 |
| 65 + | 34.79 | 24.3 | 4.58 | 8.47 | 84.9 |

**Source:** *Consumer Expenditure Survey*, 1980–81, Bureau of Labor Statistics, September 1983.

## Expenditures by household size

Looking at the difference in spending patterns among different household sizes shows that smaller households spend a higher proportion of their total food budget on dining out and also spend more on a per capita basis.

For instance, single householders spent 45 percent of their total food budget on dining out—substantially above the 32 percent average. Singles spent $11.59 per week in restaurants in 1980-81—up 74 percent from the $6.67 they spent eight years earlier. On a per capita basis, singles spent a substantial 84 percent more than the average consumer on food away from home. Furthermore, according to NRA's consumer expectation study, singles dine out almost 18 times a month, compared with an average 14 visits reported by most consumers. All these factors add up to the fact that singles are an excellent target group for restaurateurs.

Working singles, in particular, can be an attractive market for restaurateurs. Single consumers who were employed allocated more than half of their food budget to dining out, while non-working singles (primarily retired senior citizens) spent only 27 percent of their food dollar away from home. Working singles spent more than twice as much per week on food away from home as non-working or retired singles—$14.56 versus $6.07. On a per capita basis, working singles really stole the show. In 1980-81, the $14.56 they spent each week on dining out was more than twice the average per capita amount spent by all consumers—$6.29.

The non-working singles, although they spend relatively less in restaurants than working singles, can also be a profitable market for restaurateurs. This group, whose average age is 67 years old doubled the

amount they spent in restaurants between 1972-73 and 1980-81. This suggests there are real growth opportunities within this particular segment.

Single consumers—both working and non-working—are definitely a market restaurateurs should focus on. Data Resources predicts single person householders will remain the fastest growing type of household and reach 28.7 million by 1995—a 52 percent jump in just 15 years. This compares with the total number of households advancing a slower 29 percent during the same time period. By 1995, more than a quarter of all American households will contain just one person. (See the August 1983 issue of *NRA NEWS* for further information on the singles market.)

Two person households also offer significant opportunities for restaurateurs. For instance, two person households almost doubled the amount they spent on food away from home between 1972-73 and 1980-81. In 1972-73, this group spent $8.28 per week on dining out, while in 1980-81, they allocated $16.30. Out of their total food budget, two person householders spent 34 percent away from home in 1980-81—up from 29 percent eight years earlier.

Looking at the number of wage earners among households with two or more persons shows some interesting trends. For instance, households with two earners spent much more of their food budget in restaurants—34 percent—than did one earner households—27 percent—and non-working households—19 percent. On a per capita basis, two earner households also outdistanced the other earner segments. Two earner households spent $6.66 per capita on a weekly basis eating out, while one earner households spent $4.84 per person and non-working households allocated $3.13 per person. Two earner households also spent almost 6.0 percent more than the average consumer unit did on a per capita basis for food away from home in 1980-81.

When targeting households with two or more persons, restaurateurs may want to particularly focus on two-income households. For instance, according to the consumer expenditure survey, the number of two earner households increased 25 percent between 1972-73 and 1980-81, while the number of one earner households declined 8.6 percent. This trend should continue as the total number of working women steadily increases. The Bureau of Labor Statistics predicts that by 1990 most women—six out of 10—will be working.

Families with two wage earners also have much higher incomes than most consumer units. For instance in 1980-81, families with two wage earners earned nearly 40 percent more in pretaxed income than the average consumer unit. And this difference is expected to increase. Chase Econometrics predicts the median income of all two income households will rise almost 50 percent faster than total households during the 80's.

## Expenditures by income level

NRA research has shown that consumer expenditures on eating out rise as their income increases. The consumer expenditure survey supports these findings. It shows that households with incomes over $30,000 a year spent $30.78 per week on dining out in 1980-81—almost double the amount spent by the average consumer unit. On a per capita basis, these more affluent households spent $9.33 a week in restaurants—48 percent more than an individual in an average consumer unit. According to the consumer expenditure survey, households with incomes over $30,000 a year generally include two wage earners and usually contain three people. This probably boosts their food away from home expenditures.

**Food away from home expenditures: Per capita and percent of total food dollars**

| Consumer segment | Per capita expenditure | Percent of total food dollars |
|---|---|---|
| All consumers | $ 6.29 | 32.4% |
| **Income** | | |
| –$15,000 | 4.90 | 27.8 |
| $15,000–$19,999 | 5.93 | 31.5 |
| $20,000–$29,999 | 6.96 | 32.7 |
| $30,000+ | 9.33 | 37.7 |
| **Household size** | | |
| One | 11.59 | 44.8 |
| Two | 8.15 | 34.2 |
| Three | 5.93 | 31.0 |
| Four+ | 4.51 | 25.7 |

**Source:** *Consumer Expenditure Survey, 1980–81*, Bureau of Labor Statistics, September 1983.

Restaurateurs may be wise to gear some of their marketing strategies toward these more affluent households. NRA's consumer expectation study points out that consumers earning more than $35,000 a year dine out 17 times a month—well over the average 14 visits a month reported by most consumers. According to *American Demographics*, a monthly magazine that tracks statistical trends, the number of households earning $35,000 or more a year will grow faster in the next decade than those in any other income bracket. By 1995, approximately 19 million households will join the $25,000-and-over bracket—almost four times as many as will join the under $25,000 group.

The increasing affluence of many American households will definitely affect the restaurant industry. As affluence increases, customers will probably be dining out more often, and they may demand higher quality food, more upscale entrees and improved customer service. Also, because so many households will have two earners, customers may place increased emphasis on quick service and convenience.

Although consumers earning under $20,000 a year spent the relatively low average of $13.51 on dining out in 1980-81, they still allocated almost a third of their food budget to eating away from home. Restaurateurs shouldn't forget this segment since they will remain a large proportion of the total American market. For instance, the number of consumer units earning between $10,000 and $19,999 will reach 25.5 million by 1995 and account for 23 percent of the total marketplace.

## Expenditures by regional area

Among the four major regions of the country—Northeast, North Central, South and West—Americans living in the West spend more on dining away from home than people living in other regions. In 1980-81, Westerners spent $17.30 per week in restaurants—up almost 72 percent from the $10.07 they spent in 1972-73. Westerners also allocated the largest proportion of their food budget to dining out—34.2 percent in 1980-81.

Western markets will continue to be lucrative areas for restaurateurs as the Census Bureau projects the population will jump almost 45 percent between 1980 and 2000—the largest gain in the nation. The West—now the smallest region—is expected to be the second largest by the year 2000 and contain nearly a quarter of the population.

Northeasterners spent the next highest amount on dining out in 1980-81—$16.67 per week. This was up 68 percent from the $9.94 they spent in restaurants eight years earlier. Northeasterners allocated 31 percent of their food budget to eating away from home in 1980-81—slightly below the 32.4 percent average.

The Census Bureau projects the total Northeast population will actually decline between 1980 and 2000—dropping 5.6 percent. As the population decreases, restaurateurs may have a tougher time battling the competition.

Southerners spent $16.05 a week on eating away from home—up a tremendous 94 percent from the $8.27 they spent on dining out in 1972-73—the largest increase among the four regions. Southerners also spent a relatively high percentage of their food budget on eating out—34 percent—substantially above the 27 percent they averaged during 1972-73.

The South presents lucrative opportunities for restaurateurs since its population is growing at the second fastest rate in the nation and is expected to advance 32 percent between 1980 and 2000. The population is projected to jump by 24 million during those two decades so that by the year 2000, 37 percent of the population will live in the South.

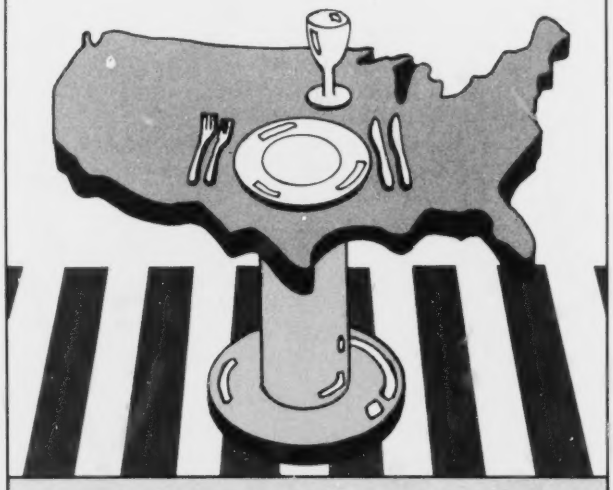
Residents of the North Central region spent the least on dining out per week—$15.63 in 1980-81. Even so, this was up 68 percent from the $9.29 they spent away from home eight years earlier. Out of their total food dollar, North Central residents spent 31 cents per week in restaurants—slightly below the average.

Growth is expected to be slow in this region, presenting increased challenges for restaurateurs. The Census Bureau projects the North Central population will advance only 1.5 percent between 1980 and 2000—representing 22 percent of the total U.S. population by the year 2000.

### *Trends should help restaurateurs plan . . .*

Although these figures are averages and fairly general, the basic trends should help restaurateurs more effectively plan their marketing strategies. Movements, such as more working women, increased numbers of older consumers, the rising number of single households and the growing affluence of many American households, will definitely affect the restaurant industry and provide challenging opportunities.

## Consumer group behavior tips

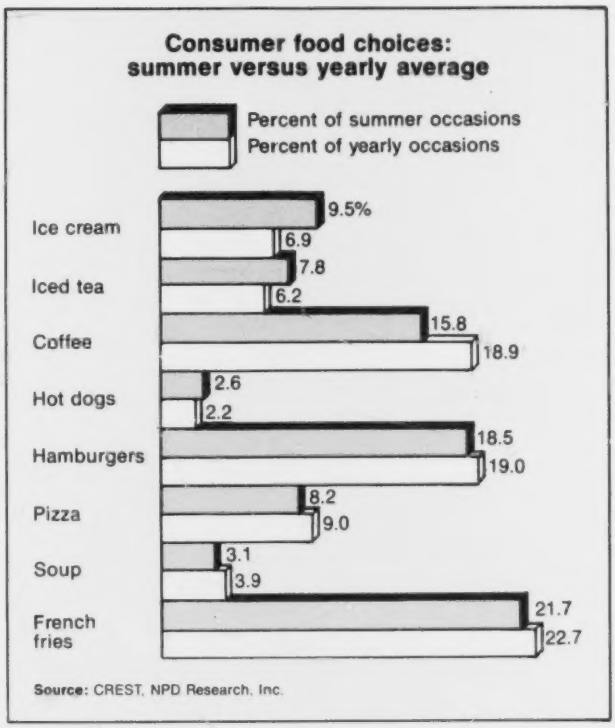


- Consumers between the ages of 35 and 44 dine at atmosphere/specialty restaurants more often than any other age group—3.4 times a month.
- Consumers over 65 years of age are more likely to dine out for simple enjoyment and are more apt to eat out while shopping than most other age groups.
- Younger consumers dine at fast food establishments more often than do other age groups. Those between the ages of 18 and 24 visit fast food restaurants 8.1 times a month, and 25 to 34-year-olds go 6.8 times.
- Households without a wage earner visit family restaurants almost five times a month—more than do other earner categories.
- Singles eat out more often than do other households at all restaurant types.
- Two-income households dine out at fast food restaurants much more often than do other earner segments—averaging almost seven visits a month.
- Two-income households are also more apt to eat out because they don't have time to cook.
- Households earning less than $25,000 a year are more likely to dine out for simple enjoyment than do other income categories.
- Households earning more than $25,000 a year are more apt than other income groups to eat out because of time constraints.
- Northeasterners dine more often at atmosphere restaurants than do residents of other regions—averaging six visits a month.
- Southerners visit fast food restaurants about seven times a month—more often than any other regional group.
- Westerners go to family restaurants more frequently than do other Americans—averaging almost six visits a month.

# Summer eating patterns

Of all the seasons, summer can be one of the sunniest for the restaurant industry. Whether it's due to more people vacationing, the longer days or simply the desire to escape their hot kitchens, Americans dine out more frequently during the summer.

To look at the differences between eating out patterns in the summer and the rest of the year, this article compares data from the CREST Household Report for the summer quarter (June-July-August 1983) to that for the overall CREST year (December 1982 to November 1983).*



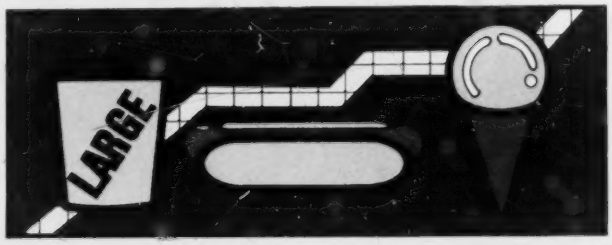

### *Americans dine out more frequently in the summer . . .*

According to the CREST data, members of an average household dined out 9.0 times in a two-week period during the summer—significantly above the 8.4 times reported for the year. The summertime average check size approximated the yearly average, but the percentage of deals was much less during the summer. During the June-July-August period, consumer-perceived deals were used on only 10.4 percent of occasions versus a 12.3 percent average reported for the year. Since Americans tend to dine out more often during the summer, they may not require as many incentives to encourage them to visit a restaurant.

More vacationers dine out during the summer than during the rest of the year. Almost nine percent of the CREST respondents reported dining out while on vacation during the summer quarter. This compares with a significantly lower 5.3 percent yearly average. As can be expected, more consumers also visited a restaurant after an entertainment or recreation event during the summer—8.5 percent. This is higher than the 7.0 percent yearly average and reflects the high number of people who participate in outside recreational activities in the summer months. Take-out traffic, in particular, jumped in this category. During the summer, 14.0 percent of the respondents purchased take-out food from a restaurant after an entertainment or recreational event, while only nine percent did so in a yearly average.

### *Consumers change beverage choice . . .*

Predictably, consumers order cooler drinks more frequently in the summer. Iced tea was ordered on 7.8 percent of the occasions during the summer, but only ordered on 6.2 percent of the yearly occasions. Coffee consumption dropped during the summer from an 18.9 percent yearly average to 15.8 percent in the summer quarter. Soft drinks, which are ordered more often than other beverages throughout the year, are ordered even more often during the summer. They were ordered on 30.2 percent of eating occasions, compared with the 28.9 percent yearly average.




Large size drinks also are more popular in the summer. In the months of June, July and August large soft drinks were ordered on six percent of the occasions, compared with 5.3 percent during the rest of the year. Predictably, small size soft drinks are ordered less often in the summer.

### *Little change in breakfast choices . . .*

The changing seasons don't seem to affect breakfast choices. Customers ordered waffles or pancakes, bacon or sausage, and breakfast sandwiches just about as frequently in the summer as during the rest of the year. However, consumers did order slightly more eggs and fruit juices during the summer. Juices were ordered on 2.9 percent of the occasions in the summer versus a 2.6 percent yearly average. Eggs were requested at 4.2 percent of the summer meals, compared with a slightly lower 4.0 percent yearly average. Customers ordered donuts, sweet rolls and breads somewhat less often in the summer, perhaps counting calories during the bathing suit season.

Although sandwiches are popular year round, consumers ordered sandwiches slightly less often in the summer—at 34.6 percent of the meals versus 35.5 percent, respectively. Hamburgers, in particular, dropped from being re-

* Historically, CREST has reported eating trends for the commercial segment of the foodservice industry based on a diary panel of 40,000 families. The new CREST Household Report incorporates the influence of singles and households of unrelated parties into the data. Consequently, the Household Report contains information from 12,800 households—10,000 family panelists plus 2,800 non-family households.

quested at an annual average of 19.0 percent of the meals to 18.5 percent of summer occasions. However, hot dog orders were up in June, July and August. Hot dogs were requested at 2.6 percent of the summer occasions versus 2.2 percent during the entire year. This is probably due to more people going to theme parks and sporting events like baseball games.

***Pizza requested less often in the summer . . .***

Consumers don't seem to order pizza quite as often during the summer as during other seasons. They requested pizza at only 8.2 percent of their meals in the summer quarter versus 9.0 percent of occasions for the year taken as a whole.

Beef is also ordered less often in the summer. Customers ordered a beef dish on 5.9 percent of the occasions during the warmer months, compared with a 5.6 percent yearly average. Consumers also ordered chicken, fish or seafood, Mexican and Chinese food on slightly fewer occasions in the summer. On the other hand, people ordered main dish salads somewhat more frequently during the summer months.

In general, consumers seem to order fewer side dishes in the summer. Customers ordered side dish salads on 14.9 percent of the meal occasions during the summer—down from a 15.6 percent yearly average. This may be due to consumers ordering more salads as a main course.

Soup orders, as can be expected, were also lower in the summer. Customers requested soup at 3.1 percent of their meals during the warmer months, versus a 3.9 percent yearly average. Even french fries—the all-American favorite—are somewhat less popular in the summer. Consumers ordered french fries only 21.7 percent of the time during the summer—down from a 22.7 percent yearly average.

***Ice cream—a summertime favorite . . .***

Although many people closely watch their calories during the summer months, consumers still love to splurge on cool ice cream. During the summer, customers ordered ice cream on 9.5 percent of the reported meal occasions, compared with a yearly average of 6.9 percent. Most other desserts, including pies, cakes and pastries, were ordered less often in the summer.

# Spotlight on late spring and summer holidays

It's not only the warm, sunny days of late spring and summer that brighten our spirits; it's also the many special holidays we celebrate. During this period we show our appreciation for mothers, fathers and grandparents. Holidays, such as Memorial Day and Labor Day, signal the beginning and end of summer, while Independence Day is a birthday celebration that marks the middle of the season.

This article spotlights the late spring and summer holidays using information from the CREST Diary Panel for the years September 1976 through August 1983.* Because the study ends in August, the latest available data for Labor Day and Grandparent's Day comes from 1982. For an overview of the entire study, which features 15 holidays and detailed information on Valentine's Day, Easter, St. Patrick's Day and Secretaries Day, please see the February 1983 issue of *NRA NEWS*. The remaining holidays will be highlighted in a future issue.

***Mother's Day—May 13 . . .***

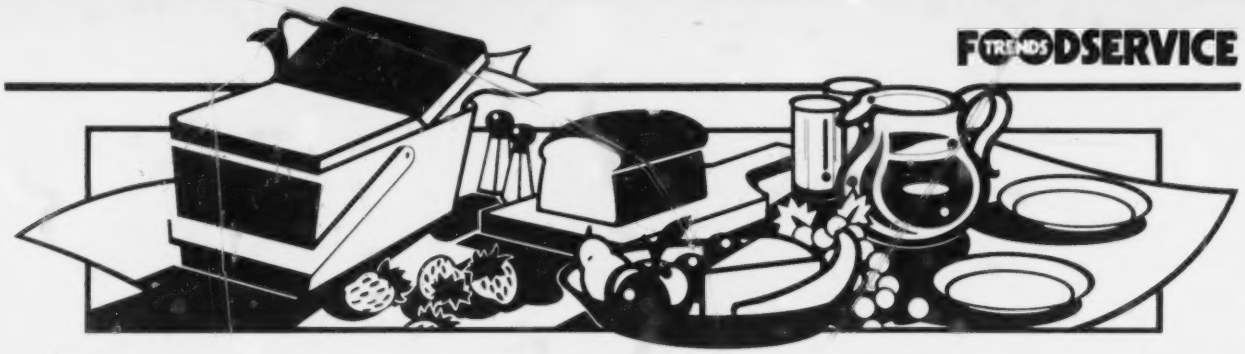
Americans are more likely to dine out on the "family appreciation" days of Mother's Day, Father's Day and Grandparent's Day than on the other summer holidays. Average check size is also higher on these days, and consumer perceived deals are used most frequently on Mother's Day and Father's Day.

Mother's Day was first observed in 1907. On average, more families dine out on Mother's Day than on any other holiday. During the last seven years, more than one in four families visited a restaurant on this holiday. The average percentage of consumer perceived deals used on Mother's Day has varied over time, but since 1977 more than one in 10 families have used some type of deal.

**Review:**
**Mother's Day 1983**

- Almost one in three Americans visited a restaurant on Mother's Day in 1983—the top percentage among the 15 reported holidays. Dining out is apparently a favorite way to celebrate this holiday.
- The average per person check was $3.57—the fourth highest average check. Deals were used on 16 percent of the occasions—a fairly high percentage.
- Mother's Day was one of the most popular holidays among the 18 to 24-year-old age group. A higher percentage of this segment reported dining out on Mother's Day than on any other holiday. Most patrons, though, were between 35 to 64 years old.
- This was one of the most popular holidays in the East South Central region and one of the least celebrated in the Pacific region.
- More than four in 10 families dined out with children—the highest percent-

* The CREST information included here is based only on data for families; it does not include singles. The proportion of families eating out on the holiday means that one or any combination of family members ate out. It does not necessarily mean that the family ate out as a group. Also, the information is for all meal and snack occasions on the particular holiday. It does not necessarily mean that the family member(s) ate out for the main meal or ate out specifically to celebrate the holiday. Please note that the day of the week on which a specific holiday falls may influence the results.



age among the holidays. This indicates that when Mother's Day is celebrated in restaurants, it is generally a family event.

- Traffic was heaviest at family restaurants, and the most dollars were spent at family and atmosphere/specialty establishments.
- Most respondents chose to dine out for the lunch or supper meal.

### *Memorial Day—May 28 . . .*

In the United States Americans have honored those who have died in battle since the Civil War years. Memorial Day has been a national holiday since 1948 but has only been the last Monday in May since 1971.

Since 1977, one in five families on average has dined away from home on Memorial Day. The percentage of consumer perceived deals has gradually increased since 1977, but the average remains fairly low—under 10 percent.

**Review:**
**Memorial Day 1983**

- Almost one in five families dined out on Memorial Day in 1983, and 12 percent used some kind of deal.
- The average check was $2.34—the lowest average check size among the 15 holidays. This is perhaps because many Americans traditionally celebrate this holiday with picnics and barbecues and do not generally eat large meals in restaurants.
- Residents of the West North Central eat out more often on this holiday than many other special days, while East South Central residents and Northeasterners don't celebrate this day in restaurants very frequently.
- Most families—64 percent—who dined out on Memorial Day did so without children.
- Fast food and family restaurants captured the majority of the traffic and dollars in 1983. Almost 45 percent of the families reported dining out for the supper meal.

### *Father's Day—June 17 . . .*

Dads have had their own special holiday since 1910. Sorry, fathers, not quite as many Americans dine out on Father's Day as do on Mother's Day.

Even so, more than one in five families have celebrated this day in restaurants over the last seven years—a relatively high percentage. On average, 11 percent of the patrons have reported using some kind of deal since 1977.

**Review:**
**Father's Day 1983**

- More than 23 percent of the respondents visited a restaurant on Father's Day in 1983—the fourth most popular day among the holidays.
- The average check was $3.57—matching the Mother's Day average check. More than 13 percent of the respondents used some kind of deal.
- Father's Day seems to be particularly popular for dining out in the Pacific and East North Central regions, while residents of the Mountain region are least likely to eat out.
- Father's Day is also a popular day for family dining. Almost four in 10 families reported eating out with their children.
- Family and fast food restaurants seem to be the most popular choices on Father's Day. They accounted for most of the traffic and the dollars spent.
- Most patrons chose to eat lunch or supper out on Father's Day.

**Late spring and summer holidays**

| Holiday | Proportion of families dining out | Average per person check | Percentage of deals used |
|---|---|---|---|
| Mother's Day '83 | 29.7% | $3.57 | 16.1% |
| Memorial Day '83 | 18.6 | 2.34 | 11.6 |
| Father's Day '83 | 23.1 | 3.57 | 13.4 |
| July 4 '83 | 19.0 | 2.71 | 9.3 |
| Labor Day '82 | 20.8 | 2.40 | 14.1 |
| Grandparent's Day '82 | 20.1 | 3.19 | 8.4 |
| **Total Holiday average** | **18.3%** | **$2.94** | **11.1%** |

### *Independence Day—July 4 . . .*

Americans celebrate the nation's birthday with fireworks, parades and, often, dining out. Although the Fourth of July is not the most popular holiday for dining out, over the last seven years almost one in five consumers has eaten out on this day. A very low percentage of deals has been used on July 4. Since 1977 only 8.5 percent of the respondents reported using some kind of deal on Independence Day.

**Review:**
**Independence Day 1983**

- Almost one in five families dined out on July 4 in 1983. The average check per person was $2.71—a relatively low amount. Deals were used on only 9.3 percent of the occasions.
- Northeasterners and residents of the East North Central region were very likely to dine out on this holiday, while people living in the Pacific region were least likely to do so.
- Although the majority of respondents dined without children, more than three in 10 families dined with their children.
- Fast food and family restaurants captured the most traffic and dollars. Take-out meals also accounted for a large percentage of the traffic—probably due to large numbers of people picnicing or going to the beach.
- Supper and lunch accounted for most of the customer traffic. Supper captured 31 percent of total traffic and lunch accounted for 23 percent.

***Labor Day—September 3 . . .***

Labor Day was first observed in 1882 and has been a federal holiday since 1893. Many people think of Labor Day as the beginning of fall and celebrate with outside activities to say farewell to summer. Almost one in five families has dined out on Labor Day since 1977. On average, consumers used a comparatively low percentage of deals—9.3 percent.

**Review:**
**Labor Day 1982**

- More than one in five families visited a restaurant on Labor Day. Deals were used on 14 percent of occasions.
- The average check was $2.40—the lowest reported average check after Memorial Day. As on Memorial Day, this probably reflects the large number of people who picnic or barbecue on Labor Day.
- Residents of the Mountain region seem to dine out on Labor Day more often than on most other holidays, while Northeasterners and people living in the East South Central region are least likely to dine out on Labor Day.
- A large proportion of families dine with children on Labor Day—almost four in 10.
- More than 40 percent of restaurant patrons visited fast food restaurants. As can be expected, take-out traffic was also proportionately high on this holiday.

***Grandparent's Day—September 9 . . .***

Grandparent's Day is a newcomer on the holiday scene. It has been an official holiday only since 1978 but has steadily grown in popularity. In 1978 8.4 percent of the respondents dined out on this holiday. By 1982 more than one in five families celebrated this day in a restaurant. The National Restaurant Association is a co-sponsor of this special holiday.

**Review:**
**Grandparent's Day 1982**

- More than one in five families dined out on Grandparent's Day in 1982.
- The average check was $3.19—a relatively high average. The percentage of deals used was the lowest among all the holidays—8.4 percent.
- Residents of the East North Central and Mountain regions are very likely to dine out on this holiday, while people living in the West North Central area are least likely to do so.
- Family and fast food restaurants captured the highest proportion of traffic and dollars on this special day.

## Ways to promote late spring and summer holidays

***Mother's Day***

- Offer family specials since this is primarily a day celebrated by the whole family.
- Provide complimentary flowers or souvenir photos for mom.
- Give prizes for the biggest family or offer two-for-one specials for children.
- Promote the evening as a night on the town for mom. Offer theatre or movie tickets as a door prize.

***Memorial Day***

- Offer your customers a warm weather menu—cool drinks, refreshing salads, exotic ice cream concoctions.
- Provide a "get in shape" summer menu. Focus on low-calorie, nutritional entrees.
- Put together a special take-out picnic package.

***Father's Day***

- Make dad feel like a million dollars—offer extras like special beer mugs, sporting events tickets or T-shirts.
- Offer man-sized portions just for dad.
- Sponsor a father-of-the-year contest and give the winner a complimentary dinner on Father's Day.

***Independence Day***

- Jazz up your desserts with candles or sparklers.
- Offer a special Fourth of July birthday lunch box with balloons, party favors and all-American foods like apple pie.
- Sponsor a little miss (or mister) firecracker costume contest for the kids and give away free strawberry sundaes to all participants.

***Labor Day***

- Promote a take-out picnic basket especially for barbecues, including fried chicken, coleslaw and, of course, plenty of napkins imprinted with your restaurant's name.
- Sponsor an end-of-the-summer celebration and offer all of your most requested warm weather entrees.
- Organize an all-you-can-eat watermelon contest.

***Grandparent's Day***

- Offer an old-fashioned menu with old-fashioned prices.
- Sponsor a contest for grandma's favorite pie or the most unique dessert recipe.
- Offer a prize to the grandparent with the most grandchildren.
- Provide souvenir photos of grandchildren.

## Freeze/flu affects cost of fruits/vegetables, poultry/eggs

Food costs were dealt two heavy blows this winter—the severe freeze and the avian flu outbreak. The frigid cold wave primarily affected fruit and vegetable prices, while the avian flu attacked the poultry and egg markets. In January, the Producer Price Index for all foods jumped 6.3 percent over a year earlier, and NRA's Wholesale Food Cost Index rose 7.1 percent—the largest increase in more than a year.

***Freeze affects citrus prices . . .***

The severe freeze early this winter hit many citrus growers hard. As of February, total orange production was down 40 million boxes from a year earlier. Florida oranges accounted for most of the loss. They were 29 million boxes short of last year's total production. This, of course, has contributed to a jump in prices. Fresh orange prices had increased 39 percent by the beginning of February from $4.08 a box last year to $5.68 a box this year. A smaller than usual California crop also helped boost orange prices. Prices for processed oranges, at the grower level, have dropped, though. This is because many juice oranges were so badly damaged by the freeze that growers cannot sell them. Consequently, the United States will be importing a great deal of processing oranges from Brazil which will raise overall juice prices. As of February, the wholesale price of frozen orange juice had risen 7.6 percent. Brazil has fewer oranges in stock than normal due to high exports

last year. This may contribute to even higher prices.

Grapefruit prices have been higher than normal for most of the year and should remain that way through July. Prices are expected to rise seasonally during the spring and then level off by mid-summer. Grapefruit prices may vary across the country due to different regions being affected more severely by the freeze. According to USDA, Midwest and West grapefruit prices may jump because the Texas grapefruit crop was badly damaged. In the East, though, crops weren't as seriously affected and prices should not change drastically.

Apple prices are also higher than a year ago due primarily to increased demand and smaller carryover stocks. Canned apples are relatively less expensive than many other canned fruits, and this has boosted the demand for canned apples—helping to lift the price for this product. As of February, farm prices for apples were 16 cents a pound—up significantly from 12 cents a year earlier.

Fresh winter pears remain a good buy, and should be plentiful through the spring. According to USDA, pear prices have dropped 35 percent from $308 a ton to $201 a ton due to very large supplies.

According to USDA Economist Jules Powell, most vegetable prices, which jumped after the winter freeze, should stabilize by late spring or early summer. In fact, there may even be a glut of some vegetables by April due to many farmers quickly replanting their crops. This could cause some vegetable prices to drop significantly in the spring. Several vegetables were particularly hard hit by the extremely cold weather, such as cabbages, tomatoes, peppers, eggplants, cucumbers and green beans. For instance, as of February, cabbage prices averaged $20 for 1¼ bushel—up dramatically from last year's $2.45. Peppers were $40 for 1½ bushel, compared with $25 last February. Eggplant prices rose from $9.18 a carton to $14.68 a carton—also a significant jump. However, tomato prices have already started to drop, due to farmers immediately replanting their crops. Prices for tomatoes, although very high in January, averaged $15 per 25-pound carton in February—down slightly from the $16 per carton recorded a year ago.

Potatoes, although not affected by the freeze, are still in shorter supply than usual due to cutbacks in planting. Consequently, potato prices are currently higher than normal. Planting for the summer crop was up 22 percent, which should cause supplies to rise and prices to drop by mid-summer. The smallest supply of sweet potatoes on record has contributed to higher prices for this commodity. Farmers received low prices for their sweet potato crops last year and consequently reduced their planting.

Lettuce, an important commodity for restaurateurs, should be plentiful and may even be slightly less expensive by the summer due to the healthy California crop.

**Percent change in food costs**

| Commodity | Nov. '82 to Nov. '83 | Dec. '82 to Dec. '83 | Jan. '83 to Jan. '84 |
|---|---|---|---|
| Poultry and eggs | 14.9% | 19.9% | 36.4% |
| Poultry | 14.4 | 20.5 | 24.5 |
| Eggs | 16.0* | 17.7* | 66.1 |
| Vegetables | 13.5 | 7.1 | 30.3 |
| Fresh vegetables | 22.2 | 10.4 | 50.5 |
| Fruits and juices | 8.5 | 6.1 | 4.8 |
| Fresh fruit | 15.4 | 10.5 | 4.3 |
| **NRA Food Cost Index** | **1.7%** | **1.6%** | **7.1%** |
| **All food, Producer Price Index[1]** | **2.3%** | **2.9%** | **6.3%** |

[1]Includes all processed foods (except soft drinks, alcoholic beverages and animal feeds) plus eggs and fresh and dried fruits and vegetables.

*Estimated figures due to unavailable figures from BLS.

**Sources:** Bureau of Labor Statistics, *Producer Price Index*; NRA.

### *Flu hurts broiler production . . .*

Due to reduced egg sets last fall and the avian flu, broiler output in the first half of 1984 is expected to be down two percent from last year's level. As of late February, the avian flu had destroyed more than 11 million birds—a sizable proportion of the poultry market. USDA is more optimistic about the second half of the year, due to the slowdown of the flu, and expects the total 1984 production level to show a slight increase over 1983.

Smaller supplies have driven broiler prices up. As of January, poultry prices were up 24 percent compared with a year earlier. First quarter prices averaged 60 to 63 cents per pound, compared with 43 cents a pound in 1983. Before the flu outbreak, USDA forecast broiler prices would range between 48 and 52 cents per pound—only slightly above 1982's level. Second quarter prices are expected to drop slightly and average 57 to 61 cents per pound. This is still higher, however, than last year's 46.5 cents per pound but closer to USDA's original forecast for second quarter prices—50 to 54 cents per pound. Although production levels should gradually improve, causing prices to drop somewhat, broiler prices are expected to remain strong through 1984.

### *Egg prices should start dropping . . .*

Egg production, already below last year's levels, was further hurt by the avian flu outbreak. In the fourth quarter of 1983, egg supplies were four percent below 1982 levels because egg producers reacted to poor returns and reduced their laying flocks earlier in the year. USDA expects output will remain below 1983 levels through the summer, but total year-over-year declines will moderate.

Egg prices skyrocketed due to the smaller supplies. In January, a grade A large carton averaged $1.15 compared with 63 cents a year earlier—a tremendous 82 percent jump. According to USDA Economist Alan Baker, that was the highest recorded wholesale price for eggs since USDA began tracking egg prices in 1964. Since then, egg prices have begun to come down. A combination of reduced demand and increased production should help stabilize prices by early summer. Even so, the overall lower production levels will keep egg prices above last year's levels. ❑

# FOOD FOR THOUGHT

## Service for dogs

At Coco's Sidewalk Cafe in Bal Harbour, FL, dogs eat, too. While dog owners are dining on salade Nicoise or splendiferous desserts, their canines are treated to some real pampering, including their own dishes of water or raw hamburger.

Most of the dining dogs tend to be miniature poodles and other similar prim varieties in rhinestone leashes and cashmere sweaters, but Coco's owner, David Migicovsky, says that big dogs are also welcome.

Love me, love my poodle, my German shepherd, my Irish setter.

*—The Miami Herald*

## A rose by any other name

It's not often that a restaurant customer complains about his bill being too low, but when it happens the results can be, well, quite dressy.

For three years, Gus Harris, owner of the Woodside Deli in Silver Spring, MD, had been offering women 50 percent off on Thursdays—ladies' night.

It was a popular promotion, but recently a male customer, who complained that his bill was too low and was told that his female companion was entitled to a 50 percent discount, filed a discrimination complaint with the local human relations commission. The commission ruled that the half-price discount violated sex discrimination laws, so Harris was forced to discontinue ladies night.

But that was not the end of the restaurant's promotion policy.

Now on Thursdays between 5:00 p.m. and 10:00 p.m. "any man, woman, boy or girl gets a 50 percent discount," says Harris, "as long as they are properly dressed for 'skirt and gown night.'"

*—USA Today*

## Ice cream and tacos are hot in Alaska

What do the natives in 50-degrees-below-zero Alaskan temperatures want to eat? Ice cold ice cream sundaes and hot-sauced tacos.

Strange as it may seem, a Dairy Queen in Kotzebue, AK, and a Mexican restaurant called Pepe's North of the Border in Barrow, AK, both report high sales and happy customers.

When Kotzebue's Dairy Queen opened in 1977, the management had to use a picture to help explain the concept of ice cream sundaes and other frozen dairy products to the mostly Inupiat Eskimo village, but now Dairy Queen ice cream is a household word.

Similarly, in Barrow, AK, where a winter night lasts about three months, temperatures go to −90 degrees, nomadic polar bears are seen on the fringes of town and whalers still hunt from sealskin boats, Pepe's North of the Border Mexican restaurant has become a community landmark.

Owner Fran Tate had a hunch that spicy food would go over big in that climate even though 11 banks had turned down her loan requests. Now, several hundred thousand tacos and enchiladas later, Tate explains her restaurant's success by saying there is something authentic about it. Besides importing her tortillas, beans and taco shells from Mexico, Tate imports almost all of her labor from South of the Border. Currently, 11 Mexicans work at Pepe's.

*—Wall Street Journal* and *USA Today*

# NRA SEMINAR SCHEDULE

**American Regional Cookery**
6/26-27 Detroit, MI

**Banquets and Buffets**
**6/6-7 Los Angeles, CA**
**6/19-20 Westchester, NY**

**Simplified Baking Workshop**
5/8 New York, NY

**Off-Premise Catering**
4/30-5/1 Las Vegas, NV
5/19-20 Chicago, IL (NRA Show)

**Computers in Foodservice: A Primer**
5/19 Chicago, IL (NRA Show)
6/4 New Orleans, LA
6/18 Kansas City, MO

**Computers in Foodservice: Advanced Technologies/Now That I Have One . . .**
5/20 Chicago, IL (NRA Show)
6/5 New Orleans, LA
6/19 Kansas City, MO

**Restaurant Design and Facilities Planning**
5/19-20 Chicago, IL (NRA Show)

**Dining Room Management**
5/19 Chicago, IL (NRA Show)
6/4 Newport, RI
6/13 Washington, DC
6/25 Indianapolis, IN
6/27 Wichita, KS

**Controlling Food Cost**
5/19 Chicago, IL (NRA Show)
6/18 Salt Lake City, UT

**Kitchen Management**
4/30 Boston, MA
5/2 Binghamton, NY
5/20 Chicago, IL (NRA Show)
5/29 Ft. Worth, TX
6/11 Minneapolis, MN
6/13 Omaha, NE
6/20 Lancaster, PA
6/25 Billings, MT
6/27 Boise, ID

**Principles of Labor Cost Management**
4/24 Baltimore, MD
5/7 Seattle, WA
5/9 San Francisco, CA
6/11 Dewey Beach, DE

**Advanced Labor Cost Management**
4/25 Baltimore, MD
5/8 Seattle, WA
5/10 San Francisco, CA
6/12 Dewey Beach, DE

**Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation**
5/19-20 Chicago, IL (NRA Show)

**Planning and Implementing Restaurant Marketing Strategy**
4/25-26 Denver, CO
4/30-31 Washington, DC

**Menu Development**
5/20 Chicago, IL (NRA Show)

**Creative Merchandising Techniques**
5/9 Wilmington, DE
6/4 Tacoma, WA
6/5 Portland, OR

**Motivation: Increasing the Desire to Do More and Better Work**
4/24 San Francisco, CA
5/2 Minneapolis, MN
5/20 Chicago, IL (NRA Show)

**Opening a Restaurant: Before You Start Cooking . . .**
5/19 Chicago, IL (NRA Show)

**Operational Analysis**
5/7-8 Philadelphia, PA
5/19-20 Chicago, IL (NRA Show)
6/19-20 Milwaukee, WI

**The Pantry: Prep for Profit**
4/26 Detroit, MI
5/1 Las Vegas, NV
5/3 San Francisco, CA

**Basic Purchasing**
4/30 Little Rock, AR
5/7 Des Moines, IA
6/20 Chicago, IL
6/25 Boston, MA

**Soups and Sauces**
6/20 Milwaukee, WI

**Basic Supervision in Foodservice**
5/8 Milwaukee, WI
6/12 Los Angeles, CA
6/26 Boston, MA

**Train the Trainer**
4/26 Los Angeles, CA

**Wine: Sales and Merchandising**
5/15 Williamsburg, VA
6/11 Denver, CO
6/28 San Diego, CA

For more information, contact:
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800-424-5156 or (202) 638-6100

## STUDY GROUP MEETINGS

**EDP**
4/24-27 Clearwater Beach, FL

**Safety Officers**
4/25-27 Atlanta, GA

**Quality Assurance**
5/8-9 Arlington, VA

**Purchasing**
5/16-18 Chicago, IL

**MAECO**
5/16-18 Chicago, IL

**Foodservice Security Council**
7/15-18 Jackson Hole, WY

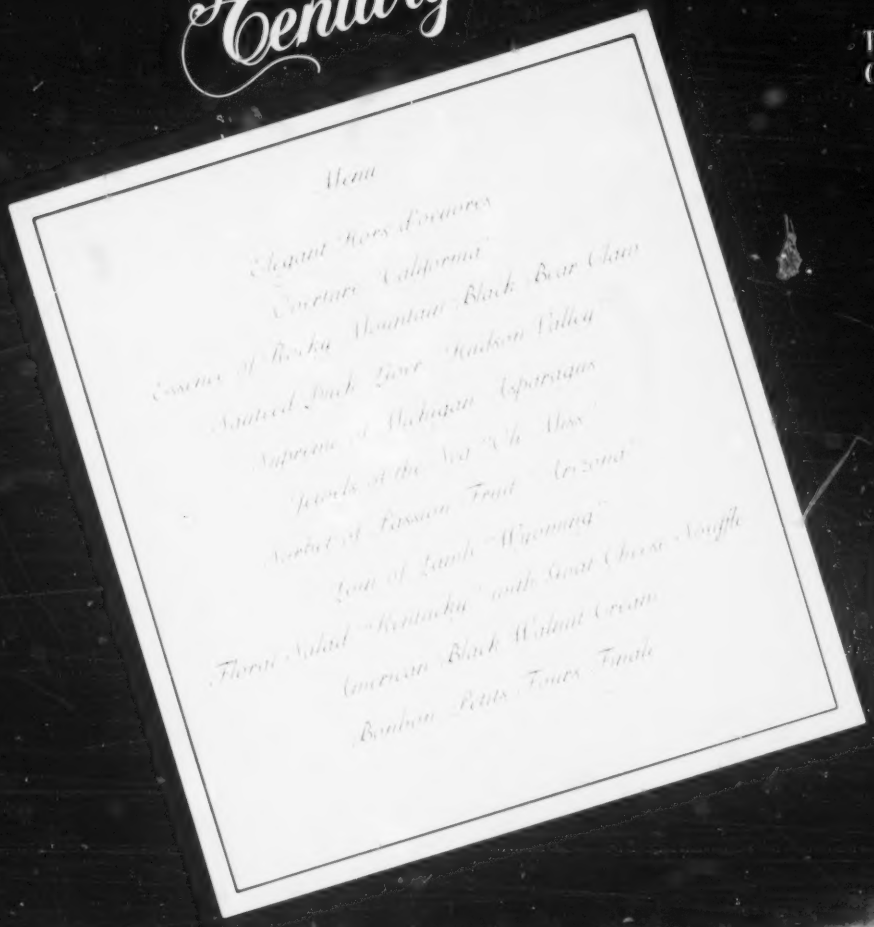
For more information on specific study groups, contact Philip Kralovec, (312) 853-2525

*IN-HOUSE PROGRAMS AVAILABLE UPON REQUEST*

# The Dinner of the Century

You are invited to attend the *"Dinner of the Century,"* a spectacular black-tie evening, featuring an 11-course meal on Saturday, May 19, at the Palmer House in Chicago, Illinois. This feast will be prepared by the 1984 U.S. Culinary Team and will be served with 20 of the finest wines. All proceeds will benefit the U.S. Culinary Team.

Tickets: $500 each
Guest limit: 200


Menu
Elegant Hors d'oeuvres
Sonoma, California
Essence of Rocky Mountain Black Bear Claw
Sautéed Duck Liver Hudson Valley
Supreme of Michigan Asparagus
Jewels of the Sea "Au Bleu"
Sorbet of Passion Fruit Arizona
Loin of Lamb "Wyoming"
Floral Salad "Kentucky" with Goat Cheese Soufflé
American Black Walnut Cream
Bonbon Petits Fours Finale

Make out your check today to **The U.S. Culinary Team** and send to NRA, One Park Place, Suite 2000, Chicago, IL 60601. For more information call Richard Gaven in NRA's Chicago office at 312/853-2525.